B. Project governance

57. An assessment of organizational arrangements is provided in paragraphs 64 to 69 of the report of the Secretary-General. The Secretary-General indicates that the current arrangements provide an effective structure for the management of project activities and timely decision-making. The Advisory Committee reaffirms its view that there is a need for clear lines of responsibility and accountability for the overall project. In its previous report on information and communications technology (A/63/487 and Corr.1 and 2, paras. 52 and 53) the Advisory Committee had also stressed that, in view of the impact of the implementation of ERP on work processes, roles and responsibilities, its implementation should be viewed primarily as a business project and that it was therefore understandable that the Chairperson of the ERP Steering Committee (the Under-Secretary-General for Management) should have overall responsibility for the project.

58. The Advisory Committee notes that since the issuance of its previous report, membership of the project Steering Committee has been expanded to include unrepresented organizational and geographic entities. It was further informed that user committees with an advisory role are to be established at offices away from Headquarters so as to ensure appropriate involvement of user departments during the planning and implementation of ERP. **The Advisory Committee considers this to be a positive step. It is of the view that the composition of the Steering Committee, as reflected in annex VI to its report (A/63/487 and Corr.1 and 2), is heavily tilted towards service providers and that increased representation of user departments is desirable. Furthermore, the Advisory Committee considers that, as one of the largest entities of the Secretariat, the Department for General Assembly and Conference Management should be represented in the ERP governance structure, and requests that consideration be given to extending membership of the ERP Steering Committee to that Department.**

C. Implementation strategy

59. The Secretary-General indicates in paragraph 57 of his report (A/64/380), that the implementation of ERP projects is usually broken down into four major phases: (*a*) preparation, during which the project structure and team are set up, service providers and tools are selected, operational requirements are collected and analysed, opportunities for improvement are evaluated and existing business processes and systems are documented; (*b*) design, during which a blueprint for the future solution is established and a detailed implementation plan for the subsequent phases is developed; (*c*) build, during which the organization's solution is configured into the standard software according to the blueprint, the system is thoroughly tested, the technical infrastructure is implemented and the user community is trained; and (*d*) deployment, during which the organization transitions to the new working methods and systems, which itself is performed in several phases.

60. In paragraph 82 of his report, the Secretary-General sets out the major cost drivers of ERP implementation. Some of the key elements to be considered in developing an implementation strategy are the range of functions to be covered, whether they are introduced simultaneously or in phases and the number of deployments for rolling out the new system to all locations.

61. The Secretary-General's previous proposals on the ERP implementation strategy (A/62/510/Rev.1, paras. 40–45) suggested that the ERP project would be designed, built, tested and deployed in two waves: the first to be completed over a 30-month period by the end of 2010, for the core finance, human resources, procurement and asset management functions required for compliance with the International Public Sector Accounting Standards (IPSAS); and a second wave over a 24-month period for design-build-test-deployment of the remaining functions, such as results-based management, risk management, transportation and travel. The Secretary-General explains that, following an analysis of the ERP software and the United Nations high-level business processes, as well as the experiences of other organizations having implemented ERP projects, it was determined that this implementation approach entails additional costs.

62. The Advisory Committee notes that the report of the Secretary-General does not provide a detailed analysis of the consideration given to the General Assembly's request in section II,

paragraph 26 (*g*), of resolution 63/262, for options for a reduced ERP package at lower cost. Upon enquiry, the Advisory Committee was informed that there was no realistic opportunity to reduce the scope of the ERP project. The project addresses the management of resources in four functional areas, human resources, finance and budget, supply chain/logistics/procurement and central support services. The Secretariat conducts its work in each of these areas. If any of these four functional areas were not to be covered by ERP, separate systems would be required for the management of those resources. Further, given the tight interdependence between data related to each functional area, for example, staff and payroll, procurement and accounts receivable, it would be necessary to put into place mechanisms for exchanging data between the different systems being maintained.

63. Concerning the possibility of phased implementation of the various functionalities, the Advisory Committee was informed that the Secretariat's analysis determined that this would be among the most costly and least effective approaches, because it would entail: (*a*) a high redundancy of major, resource-intensive tasks, such as testing and training; (*b*) the need to develop a far greater number of interfaces with existing systems than in any other scenario; (*c*) the slowest decommissioning of existing systems; (*d*) the longest overall duration; and (*e*) the slowest time to benefit realization due to the longer period required for the implementation of full integration. In addition, the Secretary-General determined that this option was ill-suited to addressing the particular challenges in peacekeeping in the short or even medium term. The "IPSAS first" and "by function" options are based on a phased introduction of functionalities and are discussed in paragraphs 85 and 86 of the Secretary-General's report (see also table 3 of that report).

64. The Advisory Committee was informed that, in view of the absence of a viable option for reducing the scope of the implementation of ERP, the Secretary-General had examined alternative deployment scenarios, in which the complete ERP system, with all functionalities, would be developed, and then deployed in stages to the entire Organization. The Secretary-General proposes, the "Pilot first" deployment option, which as its name suggests, consists of a small-scale initial deployment of the complete ERP system in a fully operational but contained environment, followed by deployment to the rest of the Organization in two phases, after the system is tested and stabilized. The arguments in favour of this option are presented in paragraph 84 of the report. The Secretary-General concludes that costs will be best contained and risks mitigated if the complete system is first designed and built, and then deployed Secretariat-wide in an incremental approach. This recommended option projects implementation of the pilot in the fourth quarter of 2011 and Organization-wide deployment by the third quarter of 2013. The Advisory Committee notes that the timeline of the IPSAS implementation project will have to be adjusted to synchronize with the revised timetable for the deployment of ERP.

65. The Advisory Committee notes the explanations and analysis provided to it, upon enquiry, concerning the cost drivers and the factors which determine the level of cost-effectiveness and risk-aversion of each option. In the Advisory Committee's view, the Secretary-General could have provided more detailed information in his report on his analysis of the various alternatives, as well as the costs and benefits of each option.

D. Linkages to other systems

66. In paragraph 63 of his report (A/64/380), the Secretary-General provides information on a number of related initiatives being implemented concurrently with ERP within the United Nations Secretariat and missions, including: IPSAS implementation, the talent management system (recruitment and staffing), Lean Six Sigma (non-systems process improvement), enterprise content management and customer relationship management, as well as a fuel management system and a rations management system for peacekeeping functions. The Advisory Committee notes that the ERP team will continue to work closely with the various project teams throughout the design phase and beyond to avoid duplication of effort and ensure harmonization of processes and platforms.

67. The Advisory Committee requested additional information on the main functions within each of the four major functional areas of enterprise resource planning (finance and budget;

human resources; supply chain; central support services), with an indication of those that are to be linked to other information systems and those that are to be provided through systems other than ERP. That additional information is provided in annex V to the present document. The Advisory Committee notes from the additional information that the definitive list of the functions to be provided by ERP could only be confirmed after the design phase is completed.

68. The Advisory Committee emphasizes the need to ensure that the core functions for the management of financial, human and physical resources are integrated into the ERP system. The use of different systems to provide such core functions will generate additional costs for the integration of those systems and the development of customized interfaces to exchange and merge data between systems, which will then need to be updated and aligned as the systems evolve (see also paras. 62 and 63 above). The Advisory Committee points out that the lack of integrated, coherent information is a major weakness of the current information and communications technology environment, which impedes the Organization's ability to manage its resources effectively and Member States' ability to make informed decisions, and which was also a key factor leading to the decision to replace the Integrated Management Information System (IMIS). Furthermore, systems and processes for functions such as staff selection and budget preparation are heavily manual and time-consuming, and present major inefficiencies in terms of the time and the number of staff required to accomplish those functions (see A/63/487 and Corr.1 and 2, para. 46; A/64/7, paras. 44 and 49).

69. **The Advisory Committee recommends that the ERP Steering Committee identify and review all systems providing core functions for the management of human, financial and physical resources, and that the implementation of such systems be closely coordinated with the ERP project team, with a view to ensuring that the current fragmentation of systems is not perpetuated. Furthermore, future ERP annual progress reports should include information on interfaces and linkages with other systems. The Advisory Committee also requests that a comprehensive picture be provided, in the context of the annual progress report, of the business process improvements and benefits expected through the implementation of systems for the management of human, financial and physical resources.**

E. Project status

70. Information on the status of the project and on the activities completed thus far is provided in paragraphs 56 to 62 of the report of the Secretary-General (A/64/380). The Advisory Committee notes that the preparatory phase has been completed and that several key outputs were delivered in July 2009, including finalized documentation on current processes, an inventory of existing systems, the outcome of high-level design workshops involving over 220 subject matter experts from key offices, duty stations and missions, costing models for different implementation scenarios, a comparative analysis of implementation strategies and scenarios, and a comprehensive business case.

71. The design phase commenced in May 2009 and is ongoing. The Secretary-General states that the project is running behind schedule owing to insufficient funding. It is expected that the design phase will be completed in the second quarter of 2010, rather than in the early part of that year, as planned. Upon enquiry, the Advisory Committee was provided with details on the status of expenditures related to the sum of $20 million provided by the General Assembly for the ERP project for the biennium 2008–2009 in its resolution 63/262. As of the end of September 2009, expenditures totalled some $15 million, including $7 million for contractual services and $4.3 million for other staff costs, as shown in table 1 below.

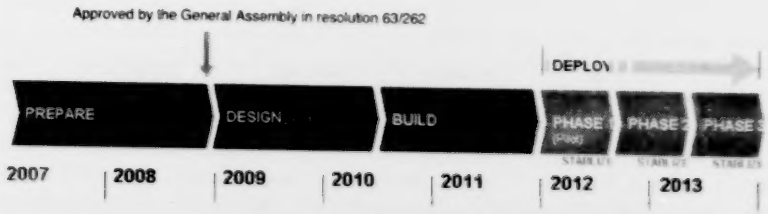
Table 1
ERP project expenditures

(United States dollars)

Object of expenditure	*As of 30/09/2009*
Other staff costs	4 271 394
Consultants	529 010
Travel	714 707
Contractual services	6 999 352
General operating expenses	1 738 353
Supplies and materials	4 730
Furniture and equipment	745 916
Total	**15 003 462**

72. The Secretary-General's report does not provide a timeline for the ERP project. Upon enquiry, the Advisory Committee was provided with figure I below, showing the time frame for the completion of the four phases of the project over the period 2007–2013. **The Advisory Committee considers that an overview of the functional and geographical scope of the project, as well as a more detailed timeline, should be provided in future progress reports, showing, for each of the four phases of the project, the key activities, milestones and project deliverables, as well as the dependencies between the major activities. In order to bring some clarity to the accomplishments of the preparatory phase, information on the activities already completed should also be included in the timeline. The Advisory Committee considers that an overview of the level of resources required for each key activity should also be provided, such as the number of work months of project staff, subject matter experts and consultants, and other costs, such as travel costs. In view of the fact that the Secretary-General will be reporting to the General Assembly on an annual basis over the duration of this multi-year project, it is important to establish a baseline for the project at the outset, which can then be updated in future annual progress reports, so as to provide a clear picture of the project plan, the progress made, outstanding activities and the utilization of resources.**

Figure I
ERP project time frame



F. Overall project budget

73. The overall resource requirements for the implementation of the ERP project in the Secretariat over a five-year period are estimated at $315,792,300 at current market rates, without provision for contingency. The financing of the ERP project is to be shared among the main sources of funds on the basis of the formula endorsed by the General Assembly in section II, paragraph 23, of its resolution 63/262 and applied in the biennium 2008–2009, as follows: 15 per cent from the regular budget, 62 per cent from the support account for peacekeeping

operations and 23 per cent from the special accounts for programme support costs.[5] An indicative summary of net resource requirements for ERP by source of funds is provided in table 2 below.

Table 2
Summary of net resource requirements by source of funds

(Thousands of United States dollars)

Source of funds	*2008–2009*	*2010–2011*	*To end of project 2013*	**Total**
Regular budget	5 110.0	24 192.2	18 066.6	**47 368.8**
Support account for peacekeeping operations[a]	7 050.0	114 065.9	74 675.3	**195 791.2**
Extrabudgetary	7 840.0	37 090.1	27 702.1	**72 632.2**
Total	**20 000.0**	**175 348.2**	**120 444.1**	**315 792.3**

[a] For 2008–2009, the amount relates to the peacekeeping period from 1 July 2008 to 30 June 2009.

74. Table 3 below provides a breakdown of the requirements by object of expenditure. A further breakdown of the resource requirements by object of expenditure and by source of funds is provided in annex VI to the present document.

Table 3
Summary of net resource requirements by object of expenditure

(Thousands of United States dollars)

Object of expenditure	*2008–2009*	*2010–2011*	*2012 to end of project*	**Total**
Posts	—	22 729.9	28 312.1	**51 042.0**
Other staff costs	8 893.3	19 440.0	19 439.0	**47 773.3**
Consultants and experts	—	3 331.2	3 331.2	**6 662.4**
Travel of staff	1 071.2	7 446.8	16 064.7	**24 582.7**
Contractual services	7 820.8	89 098.6	31 585.6	**128 505.0**
General operating expenses	1 285.0	11 625.7	7 681.4	**20 592.1**
Supplies and materials	23.5	146.0	146.0	**315.5**
Furniture and equipment	906.2	21 530.0	13 883.1	**36 319.3**
Total	**20 000.0**	**175 348.2**	**120 444.1**	**315 792.3**

75. The Advisory Committee was informed that the resource distribution by object of expenditure under each source of funds, as shown in table 2 above, reflected the indicative distribution on the basis of proportionate share of the total. The General Assembly authorized the Secretary-General to establish a multi-year special account to record income and expenditures for this project (see sect. II, para. 25, of resolution 63/262). Under this arrangement, the resources from each funding source will be sought under a single object of expenditure, "Grants and contributions", and accordingly reported as such to the General Assembly. The resources approved by the General Assembly from the respective funding source will be managed as a whole in a separate consolidated account where detailed expenditures by object of expenditure will be maintained. Under the regular budget, the resources for ERP are reflected in the form of a lump-sum provision under grants and contributions in the programme support component under

section 28A (Office of the Under-Secretary-General for Management) of the proposed programme budget.

76. The Advisory Committee notes that the Organization has concluded contracts for strategic advisory services and the design phase, and that negotiations for the ERP software are ongoing (see A/64/380, para. 71). Requests for proposals for integration services for the subsequent phases of the project are under preparation. The overall estimate for the project has therefore not been established on the basis of firm contract costs for software and all system integration services, but represents an estimate of the cost of the implementation and deployment of the ERP system, taking into account current market pricing, the ERP project costs of other United Nations organizations and advice sought from industry sources. The Advisory Committee notes that costs for software integration services and customization will be known only once the business process re-engineering phase has been completed and specific customization requirements have been identified and formalized.

77. An explanation of the changes in costs as compared to those in document A/62/510/Rev.1 is provided in paragraphs 105 to 108 of the Secretary-General's report. He indicates that the overall estimate now includes a provision for start-up operational costs that were not included in the estimate provided previously in document A/62/510/Rev.1 because they are strictly operating costs and not project costs. The Advisory Committee was informed that the start-up costs are related to the establishment of an operational environment for installation of the ERP software, to be used by the project team during the design, build and deployment phases for configuration, testing and training purposes, and will also serve as the platform for the deployment of the system to the pilot departments. Upon enquiry, the Advisory Committee was provided with the breakdown of the start-up operational costs, as set out in table 4 below.

Table 4
ERP start-up operational costs

(United States dollars)

Description	*2010-2011*	*2012-2013*	**Total**
Production, hardware, software and maintenance	10 679 700	6 459 300	**17 139 000**
Posts and other staff costs	2 438 900	10 555 400	**12 994 300**
Travel for support	4 620 000	4 046 700	**8 666 700**
Total	**17 738 600**	**21 061 400**	**38 800 000**

78. The Secretary-General indicates that, taking into account lessons learned from other entities that have implemented ERP systems, as well as from the detailed analysis carried out during the design phase, the estimated costs for the project have been adjusted with respect to the resource requirements of the ERP project team, the subject matter experts, training and customization of the ERP software.

ERP project team

79. The Secretary-General proposes to develop in-house and institutional knowledge and capacity to support the system once it is launched, as well as to reduce the Organization's dependence on high-cost consultants. He indicates that since the previous report, a comprehensive and in-depth analysis of the project scope and planning was conducted by the ERP team and the specialist systems integrator, which showed that the core ERP project team of 44 positions was insufficient to address the requirements of the ERP project activity, taking into account the complexity of the work to be accomplished, as well as timing and logistical considerations, and furthermore that the lack of adequate staffing would expose the project to unnecessary risks. Without additional resources, cumulative knowledge would become vested with external consultants and would be lost to the United Nations once the project is concluded. Moreover, it

would be neither efficient nor effective to entrust responsibility for implementation in functional areas to external specialists who do not have a good knowledge of the United Nations. **The Advisory Committee recognizes the need to develop in-house expertise and knowledge of the ERP system.**

80. In view of the above, the Secretary-General proposes to strengthen the ERP project team with an additional 36 temporary posts. The proposed staffing of the project team is summarized in table 5 below. A revised organigramme of the ERP project is provided in annex III to the Secretary-General's report.

Table 5
Post requirements

Grade	*2008-2009*	*2010-2011*	*2010-2013*
Professional category and above			
D-2	1	—	1
D-1	6	—	6
P-5	12	5	17
P-4/3	18	25	43
P-2/1	—	1	1
Subtotal	**37**	**31**	**68**
General Service category			
Principal level	—	1	1
Other level	7	4	11
Subtotal	**7**	**5**	**12**
Total	**44**	**36**	**80**

81. The full budget amount of $58,387,600 gross ($51,042,000 net) under posts would provide for the establishment and continuation up to the end of the project of a dedicated core project team consisting of 80 temporary posts: 44 temporary posts converted from current general temporary assistance resources (1 D-2, 6 D-1, 12 P-5, 13 P-4, 5 P-3 and 7 General Service (Other level)) and 36 new temporary posts being proposed to be established from the biennium 2010–2011 (5 P-5, 22 P-4, 3 P-3, 1 P-2/1, 1 General Service (Principal level), 4 General Service (Other level)) (see also para. 93 below).

Subject matter experts

82. The Advisory Committee was informed that subject matter experts are required to work on a temporary basis with the core project team and the systems integrators to assist in system design, data conversion, interface development, report generation and testing of ERP. In addition, the subject matter experts will have a key role to play in training and supporting users during deployment and the post-deployment period. The Secretary-General emphasizes that the active participation of subject matter experts, who have an in-depth knowledge of their functional areas and the requirements of their departments/offices, is essential to ensure that ERP covers the required functionalities and that it is accepted by the business owners and the Organization. In view of the fact that the tasks to be performed are both complex and labour intensive, additional resources are requested to allow business owners from duty stations worldwide to employ limited replacements while their subject matter experts work with the ERP team during the build and implementation phases of the ERP project. The Advisory Committee was informed that the positions of the subject matter experts would be filled on a temporary basis if their continuous

absence from their regular functions exceeded four weeks, and that without such a provision, there was a risk that managers would refuse to release subject matter experts.

83. It is estimated that 66 subject matter experts would be required during the various phases of the project for each of the following five activities: review and validation of training materials and desk procedures; integration testing; user acceptance testing; training of trainers; and training of users. The full budget amount of $38,880,000 under other staff costs would provide for general temporary assistance from 2010 to the end of the project for 66 subject matter experts for 3,390 months at an average cost of $11,470 per month, estimated on the basis of the average of a P-4 and General Service (Other level) net base salary using the 2010 standard staff costs.

84. **The Advisory Committee recognizes the importance of ensuring the participation of the Organization's most knowledgeable staff in the design and implementation of the Organization's new operating model and of developing in-house expertise and knowledge of ERP in order to support the system after deployment.**

Training/change management

85. The Secretary-General indicates that the experience of other entities that have implemented ERP systems shows that the train-the-trainer approach is not as effective as instructor-led training. He states that, while the train-the-trainer approach may require lower resources initially, it has been shown to be more costly in the longer term, since it entails additional support costs and retraining. The full budget amount of $24,582,700 under travel of staff includes a provision of $11,163,900 for pilot deployment and $13,418,800 for instructor-led training on-site at a significant number of locations. Upon enquiry, the Advisory Committee was informed that the pilot deployment sites (an Economic Commission and a peacekeeping operation) would require considerable "hands-on" support and attention from the project team members and subject matter experts, both before and after the transition to ERP and, furthermore, that additional support would be required to support and stabilize the system on-site. **The Advisory Committee emphasizes that every effort should be made to ensure the cost-effectiveness of the training strategy and training methods developed. It further requests the Secretary-General to ensure close coordination between the ERP and IPSAS project teams, with a view to seeking synergies and coordinating the development and delivery of training modules. The Advisory Committee also stresses the need to keep the ERP training plan under review and to adjust requirements in the light of experience and lessons learned, so as to ensure the most efficient utilization of resources. Close attention should also be paid to ensuring that the ERP training is developed in a manner that is consistent with the training programme of the Secretariat.**

Customization

86. In paragraph 117 of his report (A/64/380), the Secretary-General indicates that no customizations to the core ERP system have yet been identified. **The Advisory Committee recalls section II, paragraph 12, of General Assembly resolution 63/262, in which the Assembly requested the Secretary-General to limit customization of the ERP software to the extent feasible in order to ensure cost-effectiveness as well as flexibility in upgrading to new versions of the software, and to report on any necessary customization and its budgetary implications, with full justification of rationale and cost.**

Future operating costs

87. The Secretary-General discusses future operating costs in paragraphs 112 to 114 of his report, but does not provide any estimates. He states that, pending the completion of the design phase and negotiations for the acquisition of ERP software, it is not possible to forecast all future operating costs with reasonable accuracy. He expects to provide those forecasts at the sixty-fifth session of the General Assembly. The Advisory Committee considers that an estimate of future operating costs is an essential input for informed decision-making on the Secretary-General's

proposals for the implementation of ERP. While the Advisory Committee recognizes that the Secretary-General is not in a position to provide an accurate estimate, it considers that he should be able to provide a range of future operating costs, taking into account the experience of other entities that have implemented ERP systems, as well as estimates of the cost of the elements enumerated in paragraph 112 of his report. **Accordingly, the Advisory Committee requests that an estimate of a range of future operating costs be pr ided to the General Assembly at the time of its consideration of this item.**

Global benchmarks for ERP implementation costs

88. Upon enquiry, the Advisory Committee was informed that global benchmarks for ERP costs[6] ranged widely, between $5,000 and $20,000 per user, depending on factors such as organizational readiness, current process quality and integration, current integration of systems, geographical complexity and functional complexity. The costs took into account the composition of the users of the system, assuming a blend of high-intensity users such as clerical staff, medium-intensity users such as managers and self-service users (the majority of staff, retrieving/updating their own information) and information technology staff. The lower end of the range applied to relatively simple ERP implementations in environments in which little or no re-engineering of processes was required, the existing processes were already running at full efficiency, the systems were already integrated, there was little complexity in conversion from the old to the new system, there was high organizational readiness and a single or small number of geographical areas were to be considered. The higher end of the range applied to the most challenging implementations, with low readiness and a high level of diversity and complexity.

89. The Secretary-General indicated that the United Nations project was considered to be at an above-average level of complexity with a medium to good level of readiness, to which a benchmark figure of between $10,000 and $12,000 per user would be applicable, with some 43,000 users worldwide. Accordingly, the expected benchmark cost of ERP would range between $430 million and $516 million, which corresponds closely with the figures given on the deployment options tables in the Secretary-General's report (ibid., tables 3 and 4). The Advisory Committee was informed that this further demonstrates the cost-effectiveness of the "pilot first" option, which would represent a cost of approximately $7,400 per user.

Maintenance of legacy systems

90. In its first report on the proposed programme budget for the biennium 2010–2011 (A/64/7), the Advisory Committee had recommended that further improvements to the systems that are to be replaced by ERP, such as IMIS, should be kept to the required minimum. Upon enquiry, the Advisory Committee was informed that requests for changes to legacy systems were monitored by the Office of Information and Communications Technology and that, in principle, only enhancements relating to statutory requirements, for example the recently mandated change to the human resources contractual policy, were approved. The Advisory Committee was further informed that staff supporting legacy systems would be required to contribute their experience and skills to the ERP project for the accomplishment of activities such as data cleansing, data conversion, and interface analysis and development, and that their degree of involvement in the ERP project was largely dependent on the reduction or elimination of requests for enhancing legacy systems. **The Advisory Committee reiterates its recommendation that such enhancements be kept to the required minimum. It also emphasizes the need to involve staff with knowledge of existing systems in the ERP project, so as to further develop in-house expertise and capacity to support the ERP system.**

G. Resource requirements for the biennium 2010–2011

91. The overall requirements for the ERP project for the biennium 2010–2011 amount to $175,348,200, comprising $24,192,200 funded from the regular budget, $114,065,900 from the support account for peacekeeping operations and $37,090,100 from extrabudgetary funds.

92. The Advisory Committee recalls that, in section 28A (Office of the Under-Secretary-General for Management) of the proposed programme budget for the biennium 2010–2011 (A/64/6 (Sect. 28A)) the Secretary-General proposed a provision of $11,775,900 under grants and contributions to cover the regular budget share of the 2010–2011 estimated total costs of the ERP project amounting to $78,506,000, based on the cost-sharing formula detailed in document A/62/510/Rev.1 and endorsed by the General Assembly in its resolution 63/262. In the proposed programme budget, the Secretary-General also indicated that preliminary estimates of the total gross budget of the project for the biennium 2010–2011 might amount to approximately $186 million, with the regular budget share amounting to $28 million, or some $16.2 million in addition to the amount estimated.

Posts

93. A provision of $22,729,900 is proposed under posts for the ERP project team, including the conversion of general temporary assistance positions to 44 temporary posts and the establishment of 36 new temporary posts. The Advisory Committee was informed that the 44 posts proposed for conversion from general temporary assistance to temporary posts are costed at the standard continuing rate for posts (a 6.5 per cent vacancy factor for Professional posts and a 3.5 per cent vacancy factor for General Service posts), whereas the 36 additional temporary posts proposed for establishment are costed at the standard rate for new posts (a 50 per cent vacancy factor for Professional posts and a 35 per cent vacancy factor for General Service posts) (see also para. 81 above).

94. The 36 new temporary posts (5 P-5, 22 P-4, 3 P-3, 1 P-2/1, 1 General Service (Principal level), 4 General Service (Other level)) are required for project management, organizational change management, technology management and the ERP functional teams, as follows:

(*a*) *Project management.* In addition to the three general temporary assistance positions proposed for conversion to temporary posts for administrative management (1 P-5 Administrative Officer, 1 P-4 Contracts Officer and 1 General Service (Other level) Administrative Assistant), five additional temporary posts are proposed in the areas of budget, finance, human resources, general administration and procurement, as follows:

- 2 P-4 posts
- 1 P-3 post
- 2 General Service (Other level) posts

(*b*) *Organizational change management.* In addition to the three existing general temporary assistance positions now proposed as temporary posts for change management (1 P-5 Change Management Officer, 1 P-3 Communications manager and 1 General Service (Other level) Change Management Expert), three new temporary posts are requested to address expanded staff training requirements as a result of the decision to adopt instructor-led training, which has increased the number of training classes and workshops that are required to be organized:

- 1 P-3 for training management
- 1 General Service (Principal level) for training coordination
- 1 General Service (Other level) for events planning

(*c*) *Technology management.* Technology management encompasses functions for the definition of the enterprise-wide information and communications architecture, setting technical standards, projecting enterprise-wide ERP needs, evaluating the suitability of infrastructure operations and identifying gaps between existing infrastructure and ERP requirements. It is proposed to strengthen internal technology management capacity and to increase the number of internal specialists in ERP, who would gain cumulative knowledge that would be retained by the United Nations and also reduce the reliance placed on outsourced services. In addition to two general temporary assistance positions proposed for conversion to temporary posts (1 D-1 to

oversee the technology management function and 1 P-5 Technology Infrastructure Specialist), a further 16 temporary posts (4 P-5 and 12 P-4) are proposed as follows:

- 4 P-5 Technical Architect posts for: solutions; infrastructure; business intelligence/data conversion; and user interface, portal and mobile technology
- 5 P-4 Technical Architect posts to serve as liaison for each functional area
- 7 P-4 Architect posts for master data management, security, reporting, portal solutions and workflow, mobile technology and forms, and Web 2.0 solutions

(*d*) *Functional teams.* In addition to the 32 general temporary assistance positions proposed for conversion to temporary posts for the four functional teams, comprising eight posts for each team, 12 new temporary posts are proposed as follows:

- *Finance and Budget Team.* 4 P-4 posts for the management of the strategic framework life cycle, assets accounting, and accounts payable and receivable
- *Supply Chain Team.* A dedicated 1 P-5 for planning and demand forecasting because the supply chain is new to the Organization and 1 P-4 for receipt, warehousing, transportation and distribution of supply
- *Human Resources Team.* 1 P-2 for coordination with the Talent Management Team concerning on-boarding, position management, performance management and learning management, and the new pension system, and 1 General Service (Other level) for information management and document support assistance to the team
- *Central Support Services.* 1 P-5 for the design of the Organization's strategic framework and for project management, 1 P-4 for planning and trust and grant management, 1 P-4 for information management and 1 P-3 as a technical integration specialist

The Advisory Committee recommends that the Secretary-General be requested to provide, in his next progress report, a plan for the downsizing of the project team upon completion of the ERP project and its implementation activities.

Other staff costs

95. An amount of $19,440,000 is proposed to provide for 1,695 work months of temporary assistance at an average cost of $11,470 a month, related to the cost of the temporary filling of positions of subject matter experts while they are assigned to the ERP project. The subject matter experts are required in the design, build and implementation phases of the project to participate and provide assistance in a variety of activities, including reviewing and validating training materials and desk procedures, performing integration testing, conducting user acceptance testing, training users and providing support during deployment.

Consultants

96. An amount of $3,331,200, comprising fees ($3,196,800) and travel costs ($134,400), is proposed for 288 work months of specialized expertise at a cost of $11,100 a month and a one-time travel cost of $11,000 for each of 12 consultants. The provision would provide for specialized expertise not available in the Organization, outside the scope of the systems integration contract, in the area of change management, in technical areas, including mobile technology, report design and implementation, data warehousing and business intelligence, and in functional areas, including travel, central services, field operations and logistics, payroll, budgeting and planning, as well as management consultants to cross-check the project management services provided by the main contractor/systems integrator.

Travel of staff

97. The proposed resource requirements in the biennium 2010–2011 of $7,446,800 would enable the ERP team to undertake travel assignments to support pilot project deployment, conduct change management, technical and project management office missions and conduct a training workshop.

Contractual services

98. A provision of $89,098,600 is proposed for contractual services for systems integration ($86,396,900); legal expertise ($266,700) to assist during the negotiation of contractual terms and conditions of the licensing and maintenance agreement for the software and systems integration services; technical research and independent advice ($168,600) to evaluate recommendations provided by the systems integration service provider; strategic consulting on the overall project management ($1,771,200); training services ($434,400) related to the initial assessment of training needs, including the setting up of training standards, model course content and timelines, as well as the delivery of training to end users; and training facilities ($60,800) in locations where these are not available.

General operating expenses

99. The estimated requirement of $11,625,700 is proposed for operating costs related to approximately 218 persons (80 core staff, 66 subject matter experts, 12 consultants and 60 staff of the systems integration contractor), as appropriate, including (*a*) rental of premises ($6,234,800) and alterations to premises ($3,944,300); (*b*) communications ($921,000); and (*c*) maintenance of office automation equipment ($525,600) in connection with the 80 core posts and subject matter experts.

Supplies and materials

100. An estimated requirement of $146,000, based on standard costs, is proposed to provide for stationery and office supplies in support of the project.

Furniture and equipment

101. The amount of $21,530,000 is proposed to cover the costs related to the non-recurrent acquisition of office furniture ($1,670,000) and office automation equipment ($147,000) for the proposed 36 new temporary posts. Further, resources are required for the acquisition of computer hardware to build the development platform ($4,000,000), and for software licences and core software customization ($15,713,000).

H. Conclusions and recommendations

102. **While recommending acceptance of the Secretary-General's proposals, the Advisory Committee notes that a significant portion is based on estimates, since contracts for the systems integration services have not yet been concluded. The Advisory Committee recommends that the Secretary-General be requested to make every effort to reduce the overall costs of the project and to exercise prudence in the utilization of resources. The Secretary-General should also be requested to provide, in future annual progress reports, full details on the efforts made to contain costs, as well as project expenditures incurred and justifications for the utilization of resources (see para. 72 above).**

103. **In paragraph 130 of his report (A/64/380), the Secretary-General sets out a series of requests to the General Assembly. The recommendations of the Advisory Committee are as follows:**

(*a*) **The Advisory Committee recommends that the General Assembly note the proposals and approach described in the Secretary-General's report for the replacement of the IMIS system and related ancillary systems in all offices of the United Nations Secretariat,**

including offices away from Headquarters, regional commissions, peacekeeping and political missions, and other field missions;

(*b*) **The Advisory Committee recommends that the General Assembly note the overall cost of the ERP project to be completed during the period 2008–2013, at a total project budget estimate of $323,137,900 gross ($315,792,300 net) (at current rates);**

Regular budget

(*c*) **The Advisory Committee recommends that the General Assembly approve a gross amount of $24,652,900 under grants and contributions (a net amount of $24,192,200) inclusive of the amount of $11,775,900 already proposed under section 28A (Office of the Under-Secretary-General for Management) of the proposed programme budget for the biennium 2010–2011 (A/64/6 (Sect. 28A));**

(*d*) **The Advisory Committee recommends that the General Assembly note that the future remaining requirements in the estimated amount of $18,667,600 gross ($18,066,600 net) for the implementation of ERP would be considered in the context of the proposed programme budget for the relevant biennium;**

Support account for peacekeeping operations

(*e*) **The Advisory Committee recommends that the General Assembly approve a total amount of $29,059,500 gross ($28,516,500 net) to be financed from the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010 to meet the requirements of ERP as contained in the present report;**

(*f*) **The Advisory Committee recommends that the General Assembly note that the future remaining requirements in the estimated amount of $87,178,400 gross ($85,549,400 net) will be included in subsequent proposed support account requirements for the financial periods from 1 July 2010 until 31 December 2011;**

(*g*) **The Advisory Committee recommends that the General Assembly note that the future remaining requirements in the estimated amount of $77,159,500 gross ($74,675,300 net) will be included in subsequent proposed support account requirements for the financial periods until 2013;**

Extrabudgetary resources

(*h*) **The Advisory Committee recommends that the General Assembly note that an estimated amount of $72,632,200 of the total ERP project cost would be financed from extrabudgetary resources.**

Notes

[1] In paragraph 32 of his first progress report on the enterprise resource planning project (A/64/380), the Secretary-General states that productivity measures output per unit of labour: eliminating or reducing time currently spent on administrative tasks will create opportunities for United Nations staff to focus on more value-added activities across the Organization. Efficiency is a measure of how well inputs are converted to outputs and can be measured as the reduction in cost for the delivery of the same service at the same level of quality.

[2] At an average annual cost of $190,000 per full-time equivalent.

[3] See table A.3 in annex I to document A/64/380.

[4] See table A.5 in annex I to document A/64/380.

[5] Overhead income generated by expenditures relating to technical cooperation, general trust funds and reimbursement for administrative support provided by the Organization to extrabudgetary entities, such as the United Nations Development Programme and the United Nations Children's Fund, is credited to the special accounts for programme support costs.

[6] On the basis of combined metrics from PricewaterhouseCoopers, Deloitte, Forrester, Aberdeen Group, Panorama Consulting Group, META Group and CTS.

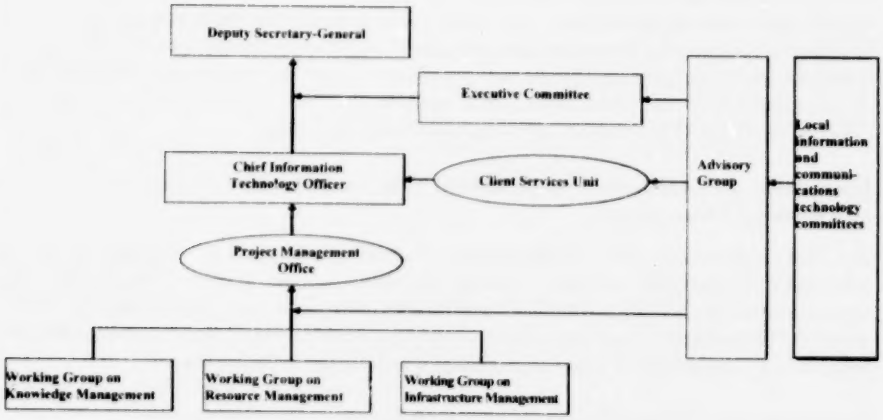
Annex I

Update on the status of implementation of the information and communications technology management framework and changes to the Office of Information and Communications Technology governance structures since the submission of document A/62/793 and Corr.1

1. The information and communications technology management framework presented in document A/62/793 and Corr.1 was simplified in response to concerns expressed by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, primarily through the elimination of the high-level programme steering committees. The main elements of the modified information and communications technology management framework for the Secretariat are as follows: (*a*) the Information and Communications Technology Executive Committee; (*b*) the Information and Communications Technology Advisory Group; (*c*) information and communications technology programme working groups; and (*d*) local information and communications technology committees.

2. The roles and responsibilities of these bodies, as well as their relationships among each other and with the Office of Information and Communications Technology are described in the paragraphs below.

Information and communications technology management framework for the United Nations Secretariat



Information and Communications Technology Executive Committee

3. The Information and Communications Technology Executive Committee, the highest-level decision-making body on major information and communications technology matters, decides overall information and communications technology strategy and priorities. The Committee is chaired by the Deputy Secretary-General and comprises senior managers at the Under-Secretary-General level from substantive and support areas,[a] as well as the Chief Information Technology

[a] Department of Public Information, United Nations Office at Vienna/United Nations Office on Drugs and Crime, Office for the Coordination of Humanitarian Affairs, Department of Management, Department of Field Support, Office of Legal Affairs, United Nations Office at Geneva, Department of Economic and Social Affairs, Department for General Assembly and Conference Management, Department of Safety and Security, United Nations Office at Nairobi, Economic and Social Commission for Asia and the Pacific.

Officer as an ex officio member. The Committee meets on a quarterly basis to review information and communications technology strategy and programme performance and to determine the information and communications technology investment portfolio as needed. The Chief Information Technology Officer, however, reports directly to the Deputy Secretary-General on operational information and communications technology matters.

Information and Communications Technology Advisory Group

4. In order to provide appropriate advice and inputs for information and communications technology investments, a Secretariat-wide Information and Communications Technology Advisory Group is established and made up of D-1/ D-2 level staff representing each department and office. The Advisory Group provides feedback to the Chief Information Technology Officer on information and communications technology programmes and services via the Client Services Unit of the Office of Information and Communications Technology. Members of the Advisory Group will also receive periodic briefings from the Office of Information and Communications Technology on major information and communications technology matters. The Information and Communications Technology Advisory Group may provide its views to the Information and Communications Technology Executive Committee and the information and communications technology working groups as needed.

Information and Communications Technology Programme working groups

5. Information and Communications Technology Programme working groups guide the three strategic programmes in knowledge management, resource management and infrastructure management. The head of each corresponding functional area within the Office of Information and Communications Technology chairs each working group. Members represent senior technical experts within each functional area from across the Secretariat. All major strategic programme investments and projects, including major changes in scope and proposed spending for ongoing initiatives, are subject to review by the working groups. The groups provide portfolio and project recommendations to the Chief Information Technology Officer via the Project Management Office of the Office of Information and Communications Technology.

Information and Communications Technology Programme Working Group on Knowledge Management

6. The Information and Communications Technology Programme Working Group on Knowledge Management provides strategic direction, reviews proposed information and communications technology investments and monitors programme and project status to ensure retention of institutional knowledge and to support organizational innovation. Its decision-making scope includes the entirety of knowledge management activities in the Secretariat.

Information and Communications Technology Programme Working Group on Resource Management

7. The Information and Communications Technology Programme Working Group on Resource Management provides strategic direction, reviews proposed information and communications technology investments and monitors programme and project status to ensure improvement in the Secretariat's capabilities in managing human, financial and other resources. Its decision-making scope includes the entirety of resource management activities in the Secretariat.

Information and Communications Technology Programme Working Group on Infrastructure Management

8. The Information and Communications Technology Programme Working Group on Infrastructure Management provides strategic direction, reviews proposed information and communications technology investments and monitors programme and project status to ensure improvement in the Secretariat's information and communications technology infrastructure. Its

decision-making scope includes the entirety of infrastructure management activities in the Secretariat.

Local information and communications technology committees

9. Local information and communications technology committees should be established in each department and office to ensure that local information and communications technology priorities are aligned with the Secretariat-wide information and communications technology strategy. They should ensure appropriate usage of information and communications technology resources at the department and office level by reviewing and approving project ideas, proposals and major service requests prior to submission to the Office of Information and Communications Technology. The head of each local information and communications technology committee will participate in the Information and Communications Technology Advisory Group. The client services officer assigned to each department will also be able to provide input and will act as a liaison with the Office of Information and Communications Technology.

Annex II

Benefits expected from the implementation of enterprise content management

Qualitative benefits from the implementation of enterprise content management are expected in terms of increased organizational effectiveness in the Secretariat:

- Enhanced accountability and transparency
- Improved monitoring, control, auditing, tracking of information management activities in delivering substantive programmes
- More accurate and informed analysis, leading to better decision-making by substantive and administrative groups, enabling the United Nations to better achieve its primary goals
- A greener Secretariat with the implementation of paperless processes
- Improved knowledge-sharing among departments
- Better sharing of information and collaboration with non-governmental organizations and Member States
- Increased training capabilities
- Improved compliance with United Nations policies and standards (in the areas of information security, electronic signatures, document classification and metadata, and document retention and disposal policy)

Quantitative benefits from the implementation of enterprise content management can be measured in terms of the following types of productivity gains and cost savings:

- 50 per cent reduction in searching, retrieving and filing
- 25 per cent reduction in time spent photocopying
- 75 per cent reduction in off-site storage and storage labour
- 20 per cent reduction in workflow inefficiencies
- 10 per cent reduction in on-site storage sace
- 25 per cent reduction in shipping costs and supplies
- 25 per cent reduction in office machines and photocopying

On the basis of an assumption that an average of 5 per cent of staff time at all levels is spent on searching for information, and that there is a user population of 10,000 Secretariat staff, the implementation of enterprise content management will result in overall productivity gains equivalent to approximately 250 person-years.[a]

[a] If only half of these were to result in the elimination of the equivalent number of posts, on the basis of a $120,000 per year salary (at the P-3 level), the dollar amount saved would be $15,000,000.

The industry benchmark on the implementation of enterprise content management shows the following:[b]

- Companies spend $20 in labour to file a document, $120 in labour to find a misfiled document, $220 in labour to reproduce a lost document[c]
- 7.5 per cent of all documents get lost and 3 per cent of the remainder get misfiled
- Professionals spend 5 to 15 per cent of their time reading information, but from 20[d] to 50 per cent[e] looking for it
- The average document is photocopied 19 times
- Users send and receive an average of 133 e-mail messages per day[f]
- The cost of office space has increased by 19 per cent[g]
- The replacement of 200 filing cabinets with digital storage generated a $300,000 savings in storage costs[h]

[b] "10 Fast Facts About Document Management Value" 27 October 2008: http://aiim.typepad.com/aiim_blog/2008/10/10-fast-facts-a.html.

[c] John Mancini, AIIM, 2009, http://aiim.typepad.com/aiim_blog/2009/05/management-ecm-excuse-3-weve-got-to-pick-our-battles-.html.

[d] According to a January 2007 Accenture online survey conducted in large companies in the United States and the United Kingdom, "managers spend up to two hours a day searching for information, and more than 50 per cent of the information they obtain has no value to them".

[e] http://andrewonedegree.wordpress.com/?s=ECM+Savings.

[f] Radicati Group.

[g] *Office Space Across the World 2008.*

[h] "Measuring ECM Success – July 2009", at www.dpsmagazine.com/Content/ContentCT.asp?P=573.

Annex III

Summary of resources approved

(United States dollars)

GA resolution	*Date*	*Related reports*	**Total resources approved by GA**	*Regular budget 2008–2009*	*Support account 2009/10*	*Extra-budgetary*	*CMP*	*Remarks*
ECM								
63/262	24/12/2008	A/62/510/Rev.1 A/63/487 and Corr.1 and 2	**2 000 000**	2 000 000	0	0	0	2,000,000 dollars approved from the regular budget to be met from within the existing appropriation for the biennium 2008–2009
63/287	30/06/2009	A/63/767 and Corr.1	**6 645 200**	0	6 645 200	0	0	6,645,200 dollars under information technology
			136 400		136 400			136,400 dollars under general temporary assistance for 1 P-3
		Total ECM	**8 781 600**	**2 000 000**	**6 781 600**	**0**	**0**	
CRM								
63/287	30/06/2009	A/63/767 and Corr.1	**4 029 500**	0	4 029 500	0	0	4,029,500 dollars under information technology
			331 400		331 400			331,400 dollars under general temporary assistance for 1 P-5 and 1 P-3 position
		Total CRM	**4 360 900**	**0**	**4 360 900**	**0**	**0**	
DRBC								
63/262	24/12/2008	A/62/510/Rev.1	**11 074 600**	7 145 500	1 429 100	0	0	7,145,500 and 1,429,100 dollars approved for the North Lawn primary data centre. $2,500,000 approved for provision of DRBC at Headquarters and offices away from Headquarters
		A/63/487 and Corr.1 and 2		2 500 00				
63/269	07/04/2009	A/63/743	**7 128 740**	0	2 031 860	0	5 096 880	A total of 7,128,740 dollars approved for the secondary data centre
		A/63/774						The regular budget share of 5,096,880 dollars is to be funded from within the CMP budget
		Total DRBC	**18 203 340**	**9 645 500**	**3 460 960**	**0**	**5 096 880**	

ECM-CRM

The General Assembly approved $2,000,000 for ECM, under the regular budget to be met from within the existing appropriation for the biennium 2008–2009.

The support account figure for CRM and ECM projects represents resources for information technology approved by the General Assembly in the context of the 2009/10 support account budget (A/63/767 and Corr.1), namely $10,674,700, including, $4,029,500 for CRM and $6,645,200 for ECM.

Resources for general temporary assistance associated with CRM and ECM projects, funded from the support account, were approved in addition to information technology by the General Assembly in the context of the 2009/10 support budget (A/63/767 and Corr.1): CRM 1 P-5 $195,000 and 1 P-3 $136,400; ECM 1 P-3 $136,400.

A 5 per cent reduction in the resources proposed for information technology was approved by the General Assembly, to be utilized by the Office of Information and Communications Technology at its own discretion, taking into account the relative priorities of the different projects (A/63/841, para. 199).

DRBC

The Secretary-General was requested to meet the regular budget share for the North Lawn data centre ($7,145,500) and $2,500,000 for DRBC at Headquarters and offices away from Headquarters from within the existing appropriation for the biennium 2008–2009. The regular budget share for the secondary data centre ($5,096,880) is to be funded from within the CMP budget. The breakdown of the funding of the secondary data centre is shown in table 2 of document A/64/346/Add.1.

Abbreviations: ECM, enterprise content management; CRM, customer relationship management; DRBC, disaster recovery and business continuity; CMP, capital master plan.

Annex IV

Benefits expected from the implementation of customer relationship management

1. The beneficiaries of a customer relationship management system include:

(*a*) Service recipients, who will be able to:

- Request any type of service, through a variety of channels including telephone, e-mail, fax or web
- Monitor the status of all their requests

(*b*) Service providers, who will be able to:

- Manage service requests through the entire life cycle
- Manage resources (workforce) efficiently in servicing requests
- Manage the relationship with customers much better by proactively monitoring their own performance against previously established service-level agreements for service delivery

(*c*) Management, who will be able to:

- Improve oversight, through the use of data that is automatically captured as service requests are processed
- Improve efficiency and effectiveness, by adjusting the deployment of resources to actual requirements

2. Customer relationship management benefits calculations are typically based on the number and processing of service requests, or tickets, distinguishing between the time saved by service recipients and service providers.

3. The tables below outline the benefits calculation based on the number of service tickets for the initial implementers of customer relationship management (information and communications technology and facilities service desks) at United Nations Headquarters and offices away from Headquarters and in all peacekeeping missions. Savings in time are monetized on the basis of an annual average salary of $90,000 for service requesters and $75,000 for service providers.

Savings for service recipients

(United States dollars)

	Low range estimate	*High range estimate*	*Calculation base*	*Yearly savings (rounded)*	
				Low range	*High range*
Time saved by entering ticket online	3 min	6 min	Ticket volume	1 109 000	2 219 000
Time saved by obtaining status updates online, 24/7	1 min	5 min	Ticket volume	370 000	1 849 000
Time saved due to elimination of tickets by enabling global alerts and notifications about service interruptions/outages	10 min/year	15 min/year	Service recipients volume	644 000	965 000
Time saved by replacing manual forms with electronic forms and workflows in requests for service	6 min	15 min	Ticket volume	1 109 000	2 773 000
Time saved by eliminating tickets through self-resolution, due to the availability of frequently asked questions and knowledge base	20% of issues eliminated	30% of issues eliminated	Average time for ticket creation, and ticket volume	370 000	555 000
Total savings for service recipients				**3 602 000**	**8 360 000**

Savings for service providers

(United States dollars)

	Low range estimate	*High range estimate*	*Calculation base*	*Yearly savings (rounded)*	
				Low range	*High range*
Reduced number of tickets by introducing self-service and knowledge base (self-resolution)	20% reduction	30% reduction	Average time for ticket creation, and ticket volume	559 000	839 000
Time saved by eliminating calls/ e-mails on status update or follow-up from service recipients	4 min	7 min	Ticket volume	994 000	1 739 000
Time saved due to automation of forms and online approvals by automatic ticket creation	2 min	4 min	Ticket volume	621 000	1 242 000
Total savings for service providers				**2 174 000**	**3 820 000**

4. Annual savings between $5,776,000 and $12,180,000 are expected three months after customer relationship management is fully deployed for information and communications technology and facilities services at Headquarters and offices away from Headquarters and for information and communications technology in all peacekeeping missions. Further savings would accrue if other service desks were to be migrated to the common customer relationship management platform.

5. On the basis of the calculations in the tables above, the savings from the initial deployment of customer relationship management to information and communications technology service desks in the Office of Information and Communications Technology and the Department of Field Support at United Nations Headquarters, the United Nations Logistics Base at Brindisi (Italy), the United Nations Mission in Liberia, the United Nations Interim Force in Lebanon, the United Nations Stabilization Mission in Haiti and the facilities service desk at Headquarters are expected to range between $1,784,000 and $3,703,000 per year. If customer relationship management is deployed to information and communications technology service desks in five offices away from Headquarters, the yearly savings would increase to between $3,973,000 and $8,398,000 per year. The estimated savings would be between $4,102,000 and $9,226,000 if customer relationship management is implemented in information and communications technology service desks in all seven offices away from Headquarters in the biennium 2012–2013.

Annex V

Major functional areas of the ERP system and associated functions

In the table below, where ERP is listed, it is the intention at this stage for ERP to provide all the elements mentioned. However this can only be confirmed after the design phase and the scope would also be contingent on the necessary resources being provided.

Functional area	*Function*	*To be provided through*
CSS	**Travel management** Planning, requesting, amendments, visas, travel entitlement and claims	ERP
CSS	**Services to the public and staff** This function is an income-generating process. A portion of the income generated is returned to the Member States. Commercial activities include: • Postal services: create and market stamps and other philatelic collectables • Publications: sales and distribution of United Nations reports and other published materials • Gift centre and newsstand: revenue generated by the sale of gifts, souvenirs, newspapers, magazines and sundries at the United Nations premises • Catering services: revenue generated by the provision of food services to United Nations staff, delegates and visitors • Guided tours: organized for visitors to visit the United Nations building and learn about the United Nations mission and activities • Others that apply to specific duty stations: commissary, recreation centre and fuel station (UNON), training courses for the general public (ECLAC) • Garage management: revenue generated by the use of United Nations parking places by staff members, missions and delegates	ERP
CSS	**Real estate management** • Building maintenance: preventive and corrective maintenance • Construction management: architectural and engineering projects • Office space management: requests for office space, movement of office furniture and relocation of people • Lease agreements • Billing of tenants	ERP and CRM
CSS	**Facilities management** Work order management including information and communications technology services	ERP and CRM
CSS	**Conference and events management** Conference/event management services are a strategic customer-centric business process that provides meeting and documentation services to all the meetings/events held at Headquarters, offices away from Headquarters and field missions. It focuses on three main planning and delivery services: conference/event planning and coordination services, interpretation and meeting services, and documentation planning and processing services	ERP and eMeets
CSS	**Programme and project management** This function will cover programmes and projects managed and administered by the United Nations Secretariat regardless of budget (regular budget, extrabudgetary, trust funds, general trust funds, income)	ERP

Functional area	*Function*	*To be provided through*
CSS	**Archives and records management** Archives and records management provides a number of records-centric services for the United Nations Secretariat, the General Assembly and the general public. These services include: • Consultation and guidance on records management for United Nations offices • Records storage and retrieval for the General Assembly, Member States, Secretariat offices, and other United Nations organs, as well as Research services for the general public	ERP and ECM
HR	**Recruitment/staffing**	Inspira (talent management)
HR	**Performance management**	Inspira (talent management)
HR	**Learning management**	Inspira (talent management)
HR	**Personnel administration** (on-boarding, contract management, movement of staff, separation, entitlements and insurance)	ERP and Inspira
HR	**Time management**	ERP
HR	**Position management** (the detailed design is in progress and discussions are continuing with the Inspira team) The initial ERP design for position management provides for the following: • Creation/maintenance of positions and integration for budget preparation (ERP) • Selection of an applicant/staff (Inspira) • On-boarding against the position, maintenance of the relation between staff and position and integration with budget execution (ERP) • Staffing table maintenance and reporting (ERP)	ERP and Inspira
HR	**Payroll**	ERP
SCPL	**Plan and manage** Includes processes related to demand planning and forecasting, supply network planning and force planning	ERP
SCPL	**Source to acquire** Includes processes related to strategic sourcing, supplier collaboration, requisition to purchase order, low-value acquisitions and contract management	ERP
SCPL	**Receive to distribute** Includes processes related to inbound and outbound processing of goods, planning and dispatching goods and services, warehouse and inventory management, force deployment and interfaces with specialist logistics (e.g. fuel management, medical services, rations management and air transport management) • Peacekeeping troop contingent-owned equipment verification (ERP and CRM) • Fuel management (ERP) • Rations management (ERP) • Air transport management **(ERP)**	ERP and CRM
SCPL	**Employ to dispose** Includes processes related to kit assembly and execution, equipment assignment, maintenance through to decommission and disposal, ensuring all environment health and safety requirements are adhered to	ERP

Functional area	*Function*	*To be provided through*
FIN	**Strategic enterprise planning** Strategy management, programme planning, results-based budgeting/results-based management	ERP
FIN	**Budgeting** Project and programme budgeting for all stages of the programme execution cycle	ERP
FIN	**Budget execution** Deployment, redeployment and monitoring of funds and performance reporting	ERP
FIN	**Trust fund and project management** Resource mobilization, project pipeline funding, contributions management, project financial management, donor reporting	ERP and CRM
FIN	**Accounts payable** End-to-end payment cycle, including verification, scheduling and integration with treasury; this area also covers inter-agency transactions	ERP
FIN	**Accounts receivable** End-to-end receivables cycle, including assessments, billing, credit management and recoveries; this area also covers inter-agency transactions	ERP
FIN	**Treasury**: cash management, cash-flow management, bank management and investment management	ERP
FIN	**Asset management** End-to-end asset financial cycle, including valuation, depreciation, disposal and special assets, such as leases and donations and contingent-owned equipment	ERP
FIN	**General ledger accounting and consolidations** Accounting entries, cost recoveries and allocations, segment reporting and consolidations	ERP

Abbreviations: CSS, central supply services; HR, human resources; SPCL, supply chain/procurement/logistics; FIN, finance and budget; ERP, enterprise resource planning; UNON, United Nations Office at Nairobi; ECLAC, Economic Commission for Latin America and the Caribbean; CRM, customer relationship management.

Annex VI

Indicative summary of net resource requirements for enterprise resource planning by object of expenditure and source of funds

(Thousands of United States dollars)

	Regular budget				*Support account for peacekeeping operations*				*Extrabudgetary*				
	2008-2009	*2010-2011*	*To end of project 2013*	**Subtotal**	*1 July 2008 to 30 June 2009*	*1 July 2009 to 31 December 2011*	*2012 to end of project*	**Subtotal**	*2008-2009*	*2010-2011*	*To end of project 2013*	**Subtotal**	**Total**
Posts	—	3 136.0	4 246.8	**7 382.8**	—	14 786.0	17 553.5	**32 339.5**	—	4 807.9	6 511.8	**11 319.7**	**51 042.0**
Other staff costs	2 272.2	2 682.1	2 916.0	**7 870.3**	3 134.9	12 645.9	12 052.7	**27 833.6**	3 486.2	4 112.0	4 471.2	**12 069.4**	**47 773.3**
Travel of staff	273.7	459.6	2 409.7	**3 710.8**	377.6	4 844.2	9 960.1	**15 181.9**	419.9	1 575.2	3 694.9	**5 690.0**	**24 582.7**
Consultants and experts	—	1 027.4	499.7	**959.3**	—	2 167.0	2 065.4	**4 232.4**	—	704.6	766.2	**1 470.8**	**6 662.4**
Contractual services	1 998.2	12 292.6	4 737.8	**19 028.7**	2 756.8	57 959.6	19 583.1	**80 298.5**	3 065.8	18 846.4	7 264.7	**29 176.9**	**128 504.9**
General operating expenses	328.3	1 604.0	1 152.2	**3 084.5**	453.0	7 562.6	4 762.5	**12 778.1**	503.7	2 459.1	1 766.7	**4 729.5**	**20 592.1**
Supplies and materials	6.0	20.1	21.9	**48.0**	8.3	95.0	90.5	**193.8**	9.2	30.9	33.6	**73.7**	**315.5**
Furniture and equipment	231.5	2 970.4	2 082.5	**5 284.4**	319.4	14 005.5	8 607.5	**22 932.4**	355.2	4 554.1	3 193.1	**8 102.4**	**36 319.3**
Total	**5 110.0**	**24 192.2**	**18 066.6**	**47 368.8**	**7 050.0**	**114 065.8**[a]	**74 675.3**	**195 791.2**	**7 840.0**	**37 090.1**	**27 702.1**	**72 632.2**	**315 792.3**

[a] The amount of $28,516,500 to be funded for the period from 1 July 2009 to 30 June 2010 and $85,549,400 to be funded for the period from 1 July 2010 to December 2011.

Document A/64/7/Add.10

Eleventh report

Section 13 (International Trade Centre UNCTAD/WTO)

[Original: English]
[25 November 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the proposed programme budget of the International Trade Centre UNCTAD/WTO (ITC) for the biennium 2010–2011 (A/64/6 (Sect. 13)/Add.1). During its consideration of the report, the Advisory Committee met with the Executive Director and other representatives of ITC and with representatives of the Secretary-General.

2. Pursuant to the arrangements set out in General Assembly resolution 59/276 of 23 December 2004, a simplified budget fascicle was submitted in document A/64/6 (Sect. 13) with a preliminary estimate to accommodate the programme of activities of ITC for the biennium 2010–2011. In its first report on the proposed programme budget for the biennium 2010–2011 (A/64/7, chap. II, para. IV.59), the Advisory Committee recommended that, without prejudice to its consideration of the detailed proposed programme budget for ITC for the biennium 2010–2011, the General Assembly should take note of the resources proposed in the preliminary budget estimate, including the requests for 19 new posts (1 D-1, 5 P-5, 8 P-4, 2 P-3 and 3 P-2) and the abolition of two General Service (Other level) posts. The Advisory Committee notes that, following an internal assessment, the number of new posts requested for ITC for the biennium 2010–2011 has decreased from 19 to 12. Upon enquiry, the Advisory Committee was informed that the 12 posts requested in the detailed budget submission were technically specific and geared towards the areas of greatest priority.

3. Information on the estimated resource requirements and projected income of ITC for the biennium 2010–2011 is provided in table 13.4 of the budget document (A/64/6 (Sect. 13)/Add.1). The budget is to be funded equally by the United Nations, acting through the United Nations Conference on Trade and Development (UNCTAD), and the World Trade Organization (WTO), the two parent organizations of ITC. The Advisory Committee notes from the table that the requirements for the biennium are estimated at SwF 72,089,000 before recosting, representing a net increase of SwF 3,949,400, or 5.8 per cent, compared with the appropriation for the biennium 2008–2009. The increase is related primarily to the establishment of 12 additional posts (see para. 7 below), partially offset by the proposed abolition of two General Service (Other level) posts. Miscellaneous income for the biennium 2010–2011 is projected at SwF 700,000, the same level as for the current biennium. As indicated in paragraph 13.23 of the budget document, the contribution of each parent organization for the biennium 2010–2011 is estimated at SwF 37,557,600, after recosting, or US$ 31,298,000 at an exchange rate of SwF 1.20 to the dollar.

4. In paragraph 13.26 of the budget document, the Secretary-General indicates that extrabudgetary resources estimated at approximately $ 75.5 million, equivalent to SwF 90.6 million, will be available during the biennium 2010–2011, representing an increase of approximately 11.6 per cent per year of the total extrabudgetary resources available to ITC over the biennium 2008–2009. Upon enquiry, the Advisory Committee was informed that extrabudgetary resources were used for technical assistance delivery and programme development and design when other sources of funding were unavailable. Regular budget resources, on the other hand, supported the development and implementation of the Centre's core competencies and business lines, programme design and product/service development, programme management, supervision and monitoring and also enabled ITC to provide global public goods to all stakeholders. Regular budget resources were also used to fund posts connected with the administrative and physical infrastructure and internal management of ITC, including oversight, monitoring and evaluation and audit. The Advisory Committee was further informed that, in order

to meet pressing country demands, a portion of the Centre's extrabudgetary resources had been redeployed to cover key core competencies.

5. The Advisory Committee recalls that, during the biennium 2008–2009, following the findings of a comprehensive external evaluation and on the basis of recommendations from the Office of Internal Oversight Services, ITC initiated a change management process (see A/62/7/Add.1-40, document A/62/7/Add.10, para. 8). Upon enquiry, the Advisory Committee was informed that that process had now been completed. In paragraph 13.9 of the budget document, the Secretary-General indicates that, as a result of the change management process, ITC has refocused its activities around the following five core business lines: (i) export strategy; (ii) business and trade policy; (iii) strengthening of trade support institutions; (iv) trade intelligence; and (v) exporter competitiveness. The Secretary-General further indicates, in paragraph 13.10, that the new business lines have been used to restructure the Centre in order to align its structure with delivery requirements. Upon enquiry, the Advisory Committee was provided with a detailed chart illustrating the Centre's organizational structure and post distribution for the biennium 2010–2011 (see annex to the present document). **The Advisory Committee notes the outcome of the change management process and expects that the Secretary-General will continue to report on the results achieved in the context of future budget submissions.**

6. The Advisory Committee further recalls that a major part of the change management process was the implementation of results-based management (ibid.). During its consideration of the proposed programme budget for the biennium 2008–2009, the Advisory Committee was informed that the Centre's move to results-based management and results-based budgeting was a work in progress and that ITC intended to achieve significant improvement in that regard in the presentation of the next biennial budget (ibid.). **While noting that the Centre has made some effort to improve the presentation of its budget document, the Advisory Committee believes that more remains to be done. In particular, future submissions should provide additional information on the results achieved during the preceding biennium and should focus in greater depth on the quantification of outputs and on the definition of clear and meaningful indicators of achievement. As it moves forward with the implementation of results-based management and results-based budgeting, ITC should continue to draw on the experience of and lessons learned by other organizations of the United Nations system.**

7. The proposed post requirements for the biennium 2010–2011 are described in paragraphs 13.17 to 13.21 and tables 13.2 and 13.5 of the budget document. The Advisory Committee's observations and recommendations on the proposals contained in paragraphs 13.19 and 13.20 concerning the establishment of 12 new posts (1 D-1, 3 P-5, 4 P-4, 1 P-3 and 3 P-2) and the abolition of two General Service (Other level) posts are set out in paragraphs 8 to 16 below.

8. The Secretary-General is proposing the establishment of a D-1 post for a Director of the Division of Policy and Programme, responsible for providing in-depth direction and management of the Division's work programme and staff and for ensuring close cooperation with partner countries in the formulation of needs-driven trade-related technical assistance programmes. Upon enquiry, the Advisory Committee was informed that leadership at the D-1 level was essential to ensure that the methodologies and approaches developed by ITC could be efficiently customized to suit specific programme needs. The Advisory Committee was further informed that a review of the Centre's organizational structure during the preparation of the proposed programme budget for the biennium 2010–2011 had revealed that, in view of the current duties and responsibilities of existing P-5 posts, all of which were currently encumbered, it would not be possible to create the additional D-1 post requested through upward reclassification. **In view of the foregoing, the Advisory Committee recommends acceptance of the proposal to establish a D-1 post for a Director of the Division of Policy and Programme.**

9. The Secretary-General is proposing the establishment of the following three posts at the P-5 level:

(*a*) A Senior Coordinator for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in the Office of the Director of the Division of

Policy and Programme, responsible for acting as the focal point for the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries initiative and for ensuring the coherence of the Centre's work in least developed countries, landlocked developing countries and small island developing States. In this connection, the Advisory Committee notes that: (i) the Centre's strategic plan for 2009–2012 emphasizes that at least 50 per cent of its technical assistance will be directed to that group of countries; and (ii) the Joint Advisory Group report of December 2008 recommended that ITC continue to prioritize its work in favour of those countries;

(*b*) A trade facilitation specialist in the Business Environment Section of the Division of Business and Institutional Support to develop specific trade facilitation tools and services with emphasis on trade finance, targeting exporting small and medium-sized enterprises in developing and transition economies; articulate innovative strategies and design new technical assistance proposals in the area of export/trade facilitation and trade finance; and initiate and implement project/programme technical assistance and capacity-building activities related to trade facilitation and trade finance;

(*c*) A Senior Market Analyst in the Division of Market Development, responsible for spearheading the generation and further development of ITC's market access analysis tools, including expanding work on services and non-tariff measures; developing web-based tools as well as related value added services in close cooperation with other international organizations; and leading a team of analysts in further developing other trade intelligence tools of critical importance to both businesses and trade negotiators.

10. **The Advisory Committee recommends acceptance of the proposals set out in the preceding paragraph, with the exception of the proposal to establish a P-5 post for a trade facilitation specialist in the Business Environment Section. The Advisory Committee is of the view that, since the functions of the post are not new, they should be accommodated from within existing capacity.**

11. The Secretary-General is proposing the establishment of the following four posts at the P-4 level:

(*a*) An Export Strategy Officer in the newly established Section on Export Strategy of the Division of Policy and Programme, with responsibility for responding to National Export Strategy requests and for assisting with the development of the Strategy methodology. The overall goal of the proposed post is to reinforce the Centre's innovative capacities in the area of export strategy development and export competitiveness;

(*b*) A Trade-in-Services Officer in the Sector Competitiveness Section of the Division of Market Development, to provide ITC with technical and managerial expertise in the field of trade in services. The incumbent of the proposed post would be responsible for developing and implementing technical assistance programmes, as well as for providing expert knowledge to the Centre and beneficiaries in the field on services export development;

(*c*) A post in the Office for Latin America and the Caribbean for a regional office in Mexico City. The incumbent of the proposed post would be responsible for establishing contacts and elaborating country knowledge covering Latin America and the Caribbean; supporting the development and implementation of ITC activities in the region; developing project proposals based on clients' needs and fund-raising opportunities; and continuing to build relationships with field-based donor representatives. Upon enquiry, the Advisory Committee was informed that the regional office in Mexico City would be the Centre's only regional office located away from Geneva;

(*d*) A Senior Programme Officer in the Trade Institutions Strengthening Section of the Division of Business and Institutional Support to assist in the development of a comprehensive benchmarking scheme, based on global best practices, to objectively determine the capacity development of trade promotion organizations and other trade support institutions. The incumbent of the proposed post would be responsible for convening and servicing the group of experts;

advising on the design of the scheme; devising the detailed methodology; and applying the scheme in a series of pilot countries.

12. **The Advisory Committee recommends acceptance of the proposals set out in the preceding paragraph, with the exception of the proposal to establish a P-4 post for a Senior Programme Officer in the Trade Institutions Strengthening Section. In the Advisory Committee's view, there may not be a continuing need for the functions of the post once the benchmarking scheme is established. It should therefore be funded through general temporary assistance.**

13. The Secretary-General is also proposing the establishment of a post at the P-3 level for an e-learning coordinator in the Trade Information Services Section of the Division of Market Development. In order to maximize outreach and meet the growing demand for capacity-building and training, ITC has increased its use of distance learning as a capacity-building delivery mechanism. The incumbent of the proposed post will therefore be responsible for managing e-learning systems in order to allow ITC clients access to its training activities. The proposed post will allow ITC to refine existing approaches so that a greater number of training activities can be offered through an e-learning platform, which will also be a valuable contribution to the Centre's efforts to become a "greener" organization. **The Advisory Committee recommends against acceptance of the Secretary-General's proposal as it is of the view that the functions of the post are not new and should therefore be accommodated from within existing capacity.**

14. The Secretary-General is proposing the establishment of the following three posts at the P-2 level:

(*a*) An Associate Programme Officer in the Trade Institutions Strengthening Section of the Division of Business and Institutional Support, responsible for assisting in the implementation of the comprehensive benchmarking scheme for trade support institutions (see para. 11 (*d*) above) and for organizing conferences of the World Trade Promotion Organization;

(*b*) An Associate Graphic Designer in the Communications and Events Section of the Office of the Executive Director, responsible for working closely with the communications team and ITC staff to understand the design requirements of the Centre; developing new design concepts and templates within the existing brand guidelines and communications policies; and creating marketing materials to reinforce the "One Voice, One Look, One ITC" identity vision;

(*c*) An Associate Programme Officer in the Office of the Director of the Division of Business and Institutional Support. The incumbent of the proposed post will be responsible for coordinating, in close collaboration with the Director of the Division, the monitoring, analysis and reporting of the Division's activities and achievements in accordance with key results-based management principles, as well as for ensuring compliance with monitoring, reporting and evaluation requirements; maximizing the visibility of the Division's activities and achievements; carrying out financial planning and reporting resource use; conducting analysis and research; and establishing effective interaction with Chiefs of Section and other concerned parties both internally and externally.

15. **The Advisory Committee recommends acceptance of the proposals set out in the preceding paragraph, with the exception of the proposal to establish a P-2 level post for an Associate Graphic Designer. The Advisory Committee takes the view that the functions of the post are likely to be short term in nature and therefore recommends that it be funded through general temporary assistance.**

16. The Secretary-General is also proposing to abolish two General Service (Other level) posts, the first in the Communications and Events Section and the second in the Office of the Director of the Division of Business and Institutional Support. **The Advisory Committee recommends acceptance of the Secretary-General's proposal.**

17. The requirements for non-post resources for the biennium 2010–2011 are estimated at SwF 16,042,100, before recosting, an increase of SwF 154,700, or 1 per cent, over the 2008–2009 appropriation. As indicated in paragraph 13.22 of the budget document, the increase in

requirements for other staff costs, rental of premises and furniture and equipment related to the proposed new posts, as well as in requirements for videoconference equipment, would be offset by reduced requirements for office equipment. **The Advisory Committee recommends acceptance of the Secretary-General's proposal for non-post resources, bearing in mind that the estimates will have to be adjusted in the light of the recommendations set out in paragraphs 8 to 16 above.**

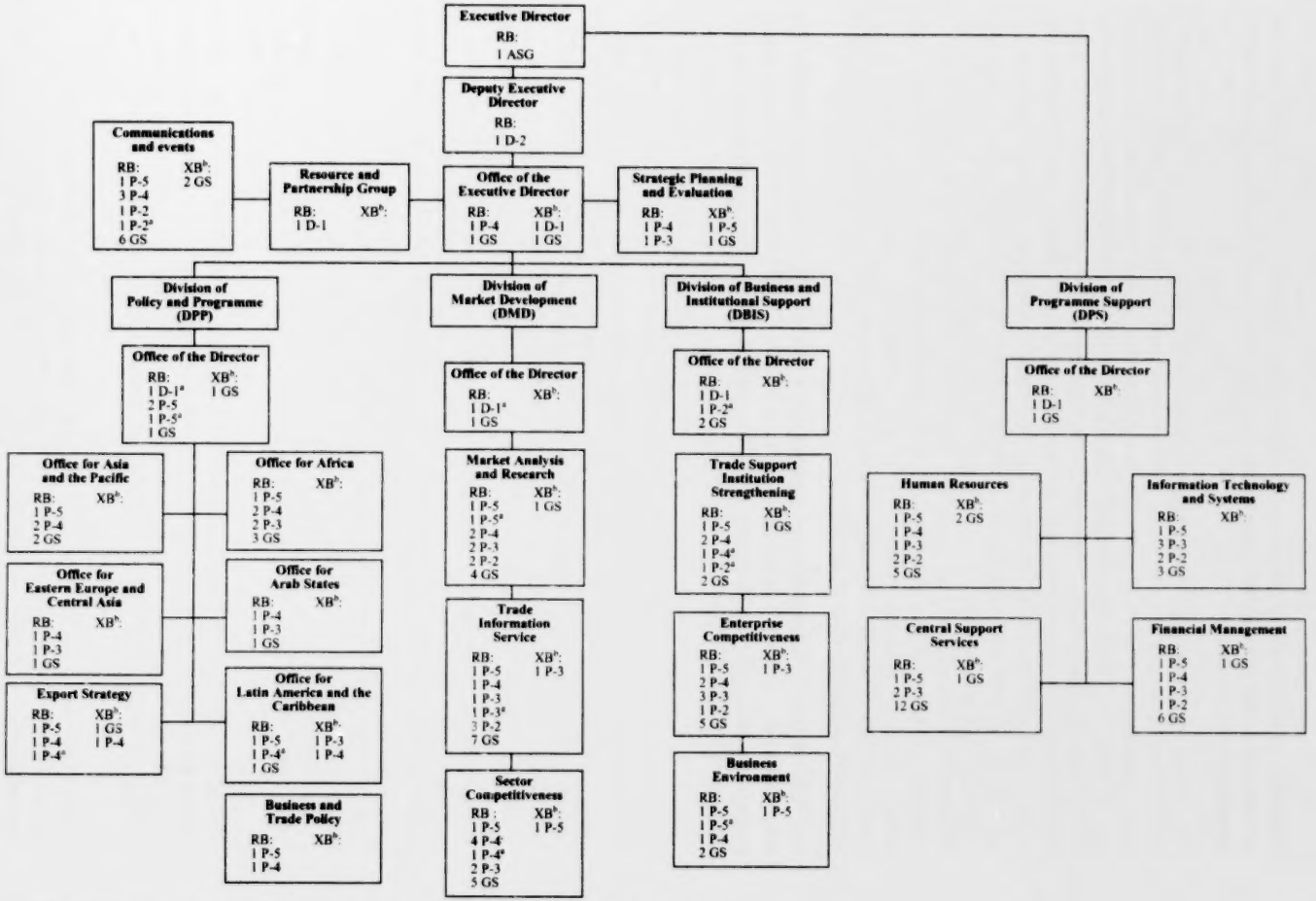
18. During its consideration of the proposed budget for ITC, the Advisory Committee enquired as to the mechanisms in place to ensure effective coordination between the Centre and its two parent organizations, UNCTAD and WTO. In response, the Advisory Committee was informed that ITC had established close working relationships with UNCTAD and WTO at both the strategic and operational levels. The executive heads of the three organizations met on a regular basis to coordinate activities and, in addition, working relationships had been established between relevant technical divisions. More specifically, the Advisory Committee was informed that ITC and UNCTAD were collaborating on technical delivery in the following key areas: trade information transparency; trade and environment; business and trade policy; and export strategy. Within the framework of Aid for Trade, ITC and WTO were working together on a number of initiatives, including the accession of least developed countries to WTO; trade facilitation; trade finance; non-tariff measures; standards and trade development facility; and reporting and governance. **The Advisory Committee welcomes this coordinated approach and trusts that it will be pursued and further strengthened.**

19. **The Advisory Committee recommends that the General Assembly approve the proposals under section 13 (International Trade Centre UNCTAD/WTO) of the proposed programme budget for the biennium 2010–2011 subject to the recommendations contained in paragraphs 8, 10, 12, 13 and 15 to 17 above.**

Annex

International Trade Centre UNCTAD/WTO

Organizational structure and post distribution for the biennium 2010–2011


Executive Director
RB: 1 ASG
Deputy Executive Director
RB: 1 D-2
Communications and events
RB: 1 P-5, 3 P-4, 1 P-2, 1 P-2[a], 6 GS
XB[b]: 2 GS
Resource and Partnership Group
RB: 1 D-1
XB[b]:
Office of the Executive Director
RB: 1 P-4, 1 GS
XB[b]: 1 D-1, 1 GS
Strategic Planning and Evaluation
RB: 1 P-4, 1 P-3
XB[b]: 1 P-5, 1 GS
Division of Policy and Programme (DPP)
Office of the Director
RB: 1 D-1[a], 2 P-5, 1 P-5[a], 1 GS
XB[b]: 1 GS
Office for Asia and the Pacific
RB: 1 P-5, 2 P-4, 2 GS
XB[b]:
Office for Africa
RB: 1 P-5, 2 P-4, 2 P-3, 3 GS
XB[b]:
Office for Eastern Europe and Central Asia
RB: 1 P-4, 1 P-3, 1 GS
XB[b]:
Office for Arab States
RB: 1 P-4, 1 P-3, 1 GS
XB[b]:
Export Strategy
RB: 1 P-5, 1 P-4, 1 P-4[a]
XB[b]: 1 GS, 1 P-4
Office for Latin America and the Caribbean
RB: 1 P-5, 1 P-4[a], 1 GS
XB[b]: 1 P-3, 1 P-4
Business and Trade Policy
RB: 1 P-5, 1 P-4
XB[b]:
Division of Market Development (DMD)
Office of the Director
RB: 1 D-1[a], 1 GS
XB[b]:
Market Analysis and Research
RB: 1 P-5, 1 P-5[a], 2 P-4, 2 P-3, 2 P-2, 4 GS
XB[b]: 1 GS
Trade Information Service
RB: 1 P-5, 1 P-4, 1 P-3, 1 P-3[a], 3 P-2, 7 GS
XB[b]: 1 P-3
Sector Competitiveness
RB: 1 P-5, 4 P-4, 1 P-4[a], 2 P-3, 5 GS
XB[b]: 1 P-5
Division of Business and Institutional Support (DBIS)
Office of the Director
RB: 1 D-1, 1 P-2[a], 2 GS
XB[b]:
Trade Support Institution Strengthening
RB: 1 P-5, 2 P-4, 1 P-4[a], 1 P-2[a], 2 GS
XB[b]: 1 GS
Enterprise Competitiveness
RB: 1 P-5, 2 P-4, 3 P-3, 1 P-2, 5 GS
XB[b]: 1 P-3
Business Environment
RB: 1 P-5, 1 P-5[a], 1 P-4, 2 GS
XB[b]: 1 P-5
Division of Programme Support (DPS)
Office of the Director
RB: 1 D-1, 1 GS
XB[b]:
Human Resources
RB: 1 P-5, 1 P-4, 1 P-3, 2 P-2, 5 GS
XB[b]: 2 GS
Information Technology and Systems
RB: 1 P-5, 3 P-3, 2 P-2, 3 GS
XB[b]:
Central Support Services
RB: 1 P-5, 2 P-3, 12 GS
XB[b]: 1 GS
Financial Management
RB: 1 P-5, 1 P-4, 1 P-3, 1 P-2, 6 GS
XB[b]: 1 GS

Abbreviations: RB, regular budget; XB, extrabudgetary; ASG, Assistant Secretary-General; GS, General Service.

[a] New post.

[b] Funded by programme support costs.

Document A/64/7/Add.11

Twelfth report

Section 28D (Office of Central Support Services) and section 33 (Construction, alteration, improvement and major maintenance)

[Original: English]
[25 November 2009]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the addenda to section 28D (Office of Central Support Services) and section 33 (Construction, alteration, improvement and major maintenance) of the proposed programme budget for the biennium 2010–2011 contained in documents A/64/6 (Sect. 28D)/Add.1 and A/64/6 (Sect. 33)/Add.1. During its consideration of the reports, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

II. Section 28D (Office of Central Support Services)

2. The addendum to section 28D provides additional information to support the proposal of the Secretary-General (see A/64/6 (Sect. 28D), para. 28D.22) for additional resources in the biennium 2010–2011 to enhance the role of the Office of Central Support Services of the Department of Management in coordinating and providing support to overseas duty stations or offices away from Headquarters in the area of facilities management. It also describes the responsibilities to be assumed by Headquarters in the management of construction and renovation projects at offices away from Headquarters.

3. In the report, the Secretary-General indicates that a strategic capital review will be undertaken at all offices away from Headquarters to establish an Organization-wide perspective, which will form the basis of a 20-year strategic capital plan at each office (see A/64/6 (Sect. 28D)/Add.1, paras. 14–19). The Advisory Committee was informed that the findings of the review would lay the groundwork for future budgets.

4. The Advisory Committee, in its first report on the proposed programme budget for the biennium 2010–2011, has recommended approval of the additional resources requested in the original budget document (see A/64/7, chap. II, para. VIII.64), which included two new posts: a Senior Overseas Property Officer at the P-5 level and an Associate Overseas Property Officer at the P-2 level. The Advisory Committee also made the following comment in its first report (ibid., chap. I, para. 73):

> In the view of the Committee, the arrangements for leadership by the Office of Central Support Services have not been adequately elaborated. Furthermore, a suitable mechanism for coordination between Headquarters and offices away from Headquarters should be put in place. The Committee continues to believe that the arrangements for planning, managing and monitoring projects for the development of new facilities and major maintenance, as well as the procedures for approval of such projects, require a thorough review. It therefore reiterates its recommendation that the Secretary-General review these arrangements and procedures, with a view, inter alia, to clarifying the roles and responsibilities of all involved in such projects.

While not explicitly stated, the Advisory Committee understands the addendum to be, at least in part, a response to this recommendation.

5. **The Advisory Committee considers the measures set out in the addendum to be a step in the right direction; however, in the Advisory Committee's view, there is a need to clarify further the central leadership role of the Office of Central Support Services in ensuring an Organization-wide perspective on the needs and priorities relating to construction, major maintenance and the overall management of United Nations facilities. The Advisory Committee notes that, according to paragraph 11 (*c*) of the addendum, for example, the Office is to provide guidance and advice "at the request of the local project management teams". In the Advisory Committee's opinion, the role of the Office should be stronger, and clearer lines of authority and responsibility should be established. Furthermore, the responsibility for prioritization of needs Organization-wide must also be clearly assigned in order to enable an adequate overview as well as a long-term perspective. Moreover, while the Advisory Committee notes the intention to undertake a strategic capital review, it stresses the need to ensure that such a review is not merely a static inventory of problems; rather, such a review should address the issues noted above. In addition, the Advisory Committee emphasizes the importance of drawing upon the relevant lessons learned during the course of the planning and implementation of the capital master plan.**

III. Section 33 (Construction, alteration, improvement and major maintenance)

6. The addendum to section 33 (A/64/6 (Sect. 33)/Add.1) was submitted pursuant to paragraph 33.11 of the proposed programme budget, in which the Secretary-General indicated that he would submit detailed proposals with respect to the project for the renovation and refurbishment of the Palais des Nations in Geneva (known as the "strategic heritage plan") to the General Assembly at its sixty-fourth session. It also responds to the Advisory Committee's recommendation that information on the terms of reference of the second phase should be provided to the Assembly at the time of its consideration of the proposed programme budget for the biennium 2010–2011 (see A/64/7, chap. II, para. XI.12). The report of the Secretary-General is submitted in an addendum to section 33 of the proposed programme budget owing to the timing of the initial basic assessment (first phase), which was not completed until August 2009.

7. As indicated in paragraph 12 of the addendum, the proposed plan would broadly involve three project phases: (*a*) initiation; (*b*) planning; and (*c*) execution. The first phase, consisting of a basic review of the structural problems, was funded from voluntary contributions and, as mentioned above, was completed in August 2009. A total of US$ 1.1 million was included in the proposed programme budget (A/64/6 (Sect. 33)) to carry out at the second phase in 2010 an engineering study which is to form the basis for analysis and proposals for the renovation plan.

8. The Advisory Committee has recommended approval of the $1.1 million for the second phase (see A/64/7, chap. II, para. XI.12). The table and paragraphs 21 to 26 of the addendum provide a breakdown of projected requirements. The addendum also contains a preliminary outline of the current building- and facility-related problems and provides details on the proposed conceptual engineering study to develop a project plan to ensure the continued functionality of the compound. Paragraphs 16 and 17 of the addendum describe key deliverables and tasks to be undertaken in the context of the study. A progress report is to be submitted to the General Assembly at its sixty-fifth session.

9. The Advisory Committee was informed that it was not possible at the present stage to provide a preliminary estimate of the overall costs of the project. **The Advisory Committee recommends that the General Assembly request the Secretary-General to monitor the situation closely and to include in his report to the Assembly at its sixty-fifth session any developments, including those which may have financial implications.**

IV. Conclusion

10. **The Advisory Committee recommends that the General Assembly take note of the reports contained in documents A/64/6 (Sect. 28D)/Add.1 and A/64/6 (Sect. 33)/Add.1 and approve the related resources reflected in sections 28D and 33 of the proposed programme budget. In so doing, however, it wishes to express its concern regarding the precedent created by the issuance of addenda to the initial budget proposal to further justify the budget proposals. While the Advisory Committee understands that, in particular with regard to section 33, additional information came to light which was of importance to the consideration of resource requirements, it emphasizes that the initial budget submission should form the basis for decision-making except in extraordinary circumstances.**

Document A/64/7/Add.12

Thirteenth report

Construction of additional office facilities at the Economic Commission for Africa in Addis Ababa and the United Nations Office at Nairobi

[Original: English]
[2 December 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the construction of additional office facilities at the Economic Commission for Africa at Addis Ababa and the United Nations Office at Nairobi (A/64/486). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The report of the Secretary-General is submitted pursuant to resolutions 56/270 of 27 March 2002 and 63/263 of 24 December 2008, in which the General Assembly requested progress reports on the construction of additional office facilities at the Economic Commission for Africa and the United Nations Office at Nairobi. The report also provides final updates on the construction of additional conference facilities at the Vienna International Centre and on the improvement and modernization of the conference facilities at the United Nations Office at Nairobi, both of which projects are now complete (ibid., annexes I and II).

Economic Commission for Africa

3. The Advisory Committee notes from paragraphs 12 to 16 of the report of the Secretary-General that a management review was carried out by the Assistant Secretary-General for the Capital Master Plan and the Director of the Facilities and Commercial Services Division of the Office of Central Support Services of the Department of Management in February 2009 to address concerns expressed by the General Assembly in its resolution 63/263 with regard to the construction of additional office facilities at the Economic Commission for Africa. Subsequent to the completion of the management review, a report of the Procurement Task Force was brought to the attention of the Secretariat. On the basis of the findings of that report, the vendors involved in the tender for construction of the additional facilities were suspended and the tender was cancelled. The Procurement Division at Headquarters then conducted another management review. On the basis of the findings of those reviews, as well as the recommendations of the Office of Central Support Services, the following arrangements have been put in place:

(*a*) Project staff now report directly to the Director of the Division of Administration at the Economic Commission for Africa;

(*b*) A senior-level project management position has been created and the selection of a candidate has been finalized;

(*c*) The project team will be strengthened through the recruitment of additional construction expertise, such as a professional-level planning and works engineer, two clerks of works and a financial assistant;

(*d*) The Procurement Section resources within the Economic Commission for Africa will be enhanced, while the solicitation process for the construction project would continue to be handled through the Procurement Division at Headquarters;

(*e*) An independent technical adviser reporting to the Director of the Division of Administration will be engaged;

(*f*) The Facilities Management Section at the Economic Commission for Africa will provide support with an electrical engineer and a mechanical engineer at the Professional level.

4. The Advisory Committee was informed that additional post-related project costs would be met through vacancy management. **The Advisory Committee expects that the new arrangements put in place as the result of the above-mentioned reviews will enable the construction to be completed as currently scheduled.**

5. As indicated in paragraphs 23 and 24 of the report of the Secretary-General, the delays in this project are principally due to two factors:

(*a*) Bids received in September 2008 were significantly higher than the approved budget so a revised tender process had to be pursued;

(*b*) Cancellation of the procurement process in April 2009 following the findings of the Procurement Task Force required the initiation of a new tender process.

6. New tender documents have been finalized and issued. The Advisory Committee was informed that, as indicated in paragraph 19 of the report of the Secretary-General, representatives from the Office of Central Support Services participated in the technical evaluation of the revised new tender, which was completed in November 2009. The latest timetable envisages completion of the construction in December 2011, followed by interior set-up of up to six months.

7. The total cost estimate for the project remains at US$ 14,333,100, based on the original submission in 2001, which was adjusted for inflation and currency fluctuations in 2005. Details of the cost estimate are shown in annex III to the report of the Secretary-General.

8. The Advisory Committee notes that, as the result of negotiations with the Government of the host country, a voucher system has been worked out for the waiver of the value added tax normally levied on purchases related to the construction of new office facilities. **The Advisory Committee welcomes this development.**

9. The Advisory Committee was informed that the implementation of a parking fee policy had been delayed owing to several factors: (*a*) a 20 per cent reduction in parking spaces due to security concerns; (*b*) the implementation of various projects relating to access control that have resulted in the temporary blocking of some entrances to the compound, including some parking spaces; and (*c*) negotiations with staff unions of various agencies and programmes in the Economic Commission for Africa compound, which have yet to be completed. The Advisory Committee was further informed that the Economic Commission for Africa had established a Compound Advisory Committee which is currently refining the policy and that negotiations with staff union representatives were ongoing. **The Advisory Committee trusts that this issue will be resolved expeditiously.**

United Nations Office at Nairobi

10. A management review of the construction project for additional office facilities at the United Nations Office at Nairobi was undertaken in February 2009 by the Assistant Secretary-General for the Capital Master Plan and the Director of the Facilities and Commercial Services Division. The recommendations of the review included the following:

(*a*) The local project management team should be strengthened;

(*b*) A senior-level management working group should be established composed of representatives from the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme to provide independent technical advice to the Director-General of the United Nations Office at Nairobi;

(*c*) The local project management resources should include a clerk of works and other technical support staff who report to the project manager;

(*d*) An independent consultant should be engaged who would report directly to the working group.

11. As indicated in paragraphs 31 and 32 of the report of the Secretary-General, those recommendations were agreed by the United Nations Office at Nairobi and the Office of Central Support Services. The Office of Central Support Services continues to provide guidance, advice and direct support to the United Nations Office at Nairobi via teleconference calls and videoconferencing; however, the local project team is responsible for the management of the project. Representatives from the Office of Central Support Services also participated in the technical evaluation of the bids received. In addition, further periodic construction reviews, as appropriate to the progress of the project, would be conducted by the Office of Central Support Services throughout the project life cycle.

12. A construction contract was signed on 3 April 2009 for a total contract sum of $17.4 million, or approximately $230,000 more than the initial estimate. The increase will be funded from within the approved contingency. Details are provided in table 3 of the report of the Secretary-General.

13. The project is expected to be completed by the end of 2010 in keeping with the original schedule. Interior office fit-outs are scheduled for the first half of 2011, with full occupancy expected from mid-2011. **The Advisory Committee welcomes the progress made in the implementation of this project.**

Conclusion

14. **The Advisory Committee emphasizes that, in carrying out the construction projects at the Economic Commission for Africa at Addis Ababa and the United Nations Office at Nairobi, the relevant lessons learned in the planning and implementation of the capital master plan should be drawn upon. The Advisory Committee recommends that the General Assembly take note of the progress report of the Secretary-General contained in document A/64/486.**

Document A/64/7/Add.13

Fourteenth report

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

[Original: English]
[11 December 2009]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/64/349 and Add.1–5). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The Advisory Committee recalls that the General Assembly, in its resolution 63/266 of 24 December 2008, on the proposed programme budget outline for the biennium 2010–2011, approved a preliminary estimate of US$4,871 million as the basis for the preparation of the proposed programme budget for the biennium, including a provision of $ 776,266,800 for special political missions related to peace and security expected to be extended or approved in the course of the biennium. The budget outline also included a provision of $52,661,600 related to requirements emanating from the adoption of Assembly resolution 63/250 of 24 December 2008 on the harmonization of conditions of service that affect special political missions. The overall provision for special political missions contained in the proposed programme budget for the biennium 2010–2011 therefore amounts to $828,928,400. The Advisory Committee notes that the Secretary-General's updated estimate of the provisions required for special political missions for the biennium 2010–2011 amount to $1,148,739,700 (see A/64/349, annex III; see also para. 5 below).

3. The report of the Secretary-General (A/64/349) includes the requirements for a total of 27 special political missions emanating from decisions of the General Assembly and/or the Security Council for the period from 1 January to 31 December 2010. Out of this total, the requirements relate to 26 political offices, peacebuilding missions and sanctions panels authorized by the Security Council and one political mission authorized by the General Assembly. In connection with the latter, the Advisory Committee recalls that the requirements for the Special Adviser to the Secretary-General on Myanmar are also submitted to the Assembly in the context of the pertinent statement of programme budget implications; they are included in the report of the Secretary-General in line with the request of the Advisory Committee to consolidate the overall resources for all special political missions.

4. In paragraph 81 of his report, the Secretary-General proposes that the General Assembly approve a total net amount of $599,526,500 for the budgets of 27 special political missions for the period up to 31 December 2010 and that it approve a charge totalling the same amount against the provision for special political missions requested in section 3 (Political affairs) of the proposed programme budget for the biennium 2010–2011. The Secretary-General also proposes that the Assembly approve commitment authority for the United Nations Assistance Mission for Iraq (UNAMI) in the amount of $5 million under section 33 (Construction, alteration, improvement and major maintenance) in connection with the proposed construction of the United Nations integrated compound in Baghdad. **The recommendations of the Advisory Committee regarding the resources for special political missions are contained in section III below. The recommendation on the Secretary-General's request for commitment authority related to**

the integrated compound is contained in paragraphs 180 and 181 (*c*) below. The Advisory Committee also makes general observations and recommendations in the section II below.

II. General considerations and recommendations

Cross-cutting issues

5. The Advisory Committee notes that the budget allocation for special political missions has grown progressively, from $93,556,200 in 2002 to $439,785,500 in 2009. With respect to the estimates for 2010, the Advisory Committee points out that if the charges proposed by the Secretary-General of $599,526,500 are approved by the General Assembly, the remaining balance in the provision for special political missions included in the proposed programme budget for the biennium 2010–2011 would amount to just $229.4 million for 2011. Furthermore, as noted in paragraph 2 above, pursuant to General Assembly resolution 63/266, the Secretary-General has included in his report a projection of the total budget for special political missions for the biennium 2010–2011, which he estimates could amount to some $1,148,739,700, or $319,811,300 more than the provision for special political missions in the proposed programme budget for the biennium 2010–2011 (see A/64/349, para. 78 and annex III).

6. At $828,928,400, the provision for special political missions represents some 17 per cent of the total proposed programme budget for the biennium 2010–2011. The Advisory Committee points out that the scale of the resource requirements for special political missions, and their volatility, distort the picture of trends in the regular budget as a whole from biennium to biennium and render analysis of developments in the rest of the regular budget difficult.

7. **The Advisory Committee recalls its recommendation that future budget submissions include adequate information on past performance in order to allow a proper analysis of future requirements (A/63/593, para. 10)**. The Advisory Committee notes the Secretary-General's indication in his report that, in keeping with that recommendation, information on programmatic performance of special political missions in the biennium 2008–2009 has been included in the budget proposal for 2010 (A/64/349, para. 8). **While the Advisory Committee notes the effort, it continues to consider that the performance information provided is not sufficiently clear or specific in terms of the results that have been achieved. Furthermore, it notes that there is no separate section for performance during the 2008–2009 period for the United Nations Assistance Mission in Afghanistan (UNAMA); the limited performance information included in the UNAMA budget is scattered throughout the section on analysis of variances. Nor does the performance report for the biennial budget of the United Nations provide much more than financial data for the special political missions. The Advisory Committee points out that there is little point in having a full results-based-budget presentation if it is not followed up with adequate performance data and analyses. The narratives on performance provided for most of the missions, while informative in terms of giving a flavour of the situations in the mission areas, do not facilitate an assessment of progress in the achievement of expected accomplishments since they do not, for the most part, use as measurement tools the indicators of achievement that formed part of the budget. The Advisory Committee therefore recommends that, starting with the next budget cycle, more systematic and thorough performance information be provided, in particular for the larger missions such as UNAMA and UNAMI, which together account for nearly 67 per cent of requirements for special political missions for 2010.**

8. Another concern of the Advisory Committee has been the coordination of special political missions with various actors at Headquarters and in the field with a view to taking advantage of synergies and maximizing the collective impact of the United Nations in the field. While the Advisory Committee notes the effort by the Secretary-General to include information on cooperation and coordination with other United Nations entities in the budget proposals for the

special political missions, it considers that the outcome of coordination should be reported explicitly, in particular the cost savings achieved through such coordination.

9. **The Advisory Committee continues to consider that the results-based budgeting frameworks for some missions require improvement. In this connection, the Advisory Committee reiterates that care must be taken to ensure that the indicators of achievement adhere to SMART (specific, measurable, attainable, reasonable and time-bound) principles. They should reflect the mission's functions and responsibilities rather than those of the Governments or other entities involved, such as United Nations agencies, funds and programmes, making clear what can be achieved within the functions and activities of the mission and what falls outside of its control (ibid., para. 9).**

10. The Advisory Committee notes that the Secretary-General often provides administrative and budgetary background information to the Security Council in his reports on the various missions. The Advisory Committee understands that this practice is carried out in the context of facilitating decision-making by the Council on political mandates. Care should be taken to ensure respect for the provisions of Article 17, paragraph 1, of the Charter of the United Nations, as well as relevant resolutions of the General Assembly, which stipulate that it is the responsibility of the Assembly to consider and approve the budget of the Organization. The provision by the Secretary-General of administrative and budgetary details to the Council should not be understood by the Secretariat as prejudging in any way the decision of the Assembly with respect to the administrative, budgetary and structural aspects of the missions.

Reporting requirements for special political missions emanating from General Assembly resolution 63/261 on the strengthening of the Department of Political Affairs

11. In section II of his report, the Secretary-General responds to the recommendations contained in General Assembly resolution 63/261 of 24 December 2008, as well as the conclusions and recommendations contained in the report of the Advisory Committee on the strengthening of the Department of Political Affairs (A/62/7/Add.1-40, document A/62/7/Add.32) and its report on the budgetary requirements for special political missions for 2009 (A/63/593). The following issues are discussed:

(*a*) The criteria for establishing special missions (paras. 15–22);

(*b*) The basis for proposing different modalities and structures, including the distinct roles, functions and planning involved, including integration, integrated peacebuilding offices, regional political offices, assistance missions and other types of field-based activities (paras. 23–45);

(*c*) The means available for reviewing the activities, key benchmarks and overall performance of special political missions, including mechanisms or benchmarks for recommending the closure of special political missions (paras. 46–59);

(*d*) The application of lessons learned, either in making future proposals or in managing current special political missions (paras. 60–62);

(*e*) Potential synergies and complementarities among special political missions and within the Secretariat (paras. 63 and 64);

(*f*) Backstopping and funding of Headquarters support for special political missions, including the role of the Department of Political Affairs and improvements to backstopping (paras. 65–70).

12. **The Advisory Committee notes the efforts made by the Secretary-General to respond to its requests and to those of the General Assembly. It expects that the Secretary-General will continue to develop the ideas put forward and to report thereon in the next budget proposal for special political missions. In this connection, the Advisory Committee has outlined below a number of issues that it believes require further exploration.**

13. The Advisory Committee notes the background information provided on the criteria for establishing special political missions and the "lead department" concept, as well as the rationale for the clustering of the various missions. As indicated in paragraph 16 of the report of the Secretary-General, special political missions encompass activities of special and personal envoys of and special advisers to the Secretary-General, support for sanctions and monitoring committees, small to medium-sized political peacebuilding, integrated and regional offices, as well as assistance missions with mandates that can be defined as essentially political in nature. The mandates of the missions are established by either the Security Council or the General Assembly. In addition, under Article 99 of the Charter of the United Nations, the Secretary-General is provided with the discretionary authority to bring to the attention of the Council any matter which, in his opinion, may threaten the maintenance of international peace and security. As indicated in paragraphs 23 and 24 of the report, the initiating legislative authority may make a specific determination on the type of mission to be established. The Secretary-General is charged with implementing mandates, on the basis of a detailed assessment of specific needs, past experience and lessons learned. The decision as to which department leads a particular activity also rests with the Secretary-General. **While the Advisory Committee appreciates the background information provided, it believes that greater clarity is required, for example, with regard to the rationale behind the determination of the type of mission to be established, the scope of activities and size of the mission, and the lead department**.

14. The Advisory Committee is concerned, in particular, that the Secretary-General lacks a clear basis for determining the type of United Nations presence to be established in different parts of the world. The United Nations Regional Centre for Preventive Diplomacy for Central Asia, for example, which was first proposed as a follow-on presence to the United Nations Tajikistan Office of Peacebuilding for a duration of one year, was subsequently established as a special political mission in the context of establishing regional networks. The Advisory Committee, in its report on revised estimates relating to the strengthening of the Department of Political Affairs (A/62/7/Add.1-40, document A/62/7/Add.32, para. 23), took note of the proposed regional approach to preventive diplomacy and mediation, but pointed to the need to avoid a fragmented and piecemeal approach. Special political missions, by their nature, should be of limited duration, and extensions and modifications of their mandates should be examined regularly by the legislative bodies. Moreover, when peacekeeping operations are transformed into special political missions as peacebuilding offices, there seems to be a lack of holistic thinking with regard to which part of the Secretariat (the Department of Political Affairs, the Department of Peacekeeping Operations or the Peacebuilding Support Office) should implement the peacebuilding activities. The Advisory Committee trusts that these concerns will be addressed in the context of the assessment of the management of activities funded through the special political mission provision mentioned in paragraph 20 below.

15. In paragraphs 51 and 52 of the report the Secretary-General describes the decision-making process involved in extending, transitioning or concluding missions. On the basis of an assessment of consultations with the concerned parties, the Secretariat makes a recommendation in a report of the Secretary-General as to whether a mission has fulfilled its mandate or whether a continued presence is required. On the basis of that report, the Security Council or General Assembly determines whether to transition or liquidate the mission. The Secretary-General indicates that the transition of a mission from a peacekeeping operation to a peacebuilding office, from a smaller political mission to an integrated mission or from an envoy or peacebuilding office to a peacekeeping operation is also largely mandate-driven and relies on the advice of the Security Council and the relevant parties as to whether key benchmarks have been met and on the results of a strategic assessment.

16. The Advisory Committee notes from paragraph 24 of the report that the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support have begun to develop standard operating procedures related to mission start-up, transition from one type of mission to another and mission liquidation. **The Advisory Committee expects that the Secretary-General will expedite the development of the standard operating procedures and report thereon to the General Assembly**.

17. Integration and the recent establishment of integrated peacebuilding offices are discussed in paragraphs 35 to 39 of the report. In 2008, the Secretary-General established a policy on integration in field missions, which reaffirmed integration as a guiding principle for conflict and post-conflict situations where the United Nations has a country team and a multidimensional peacekeeping operation or political field mission. Among other things, the policy requires the field presences to have a shared analytical and planning capacity, as well as an integrated strategic framework that should be reflected in and draw on all other United Nations planning, programming and budget instruments. The establishment of integrated peacebuilding offices is a recent phenomenon – the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) was established in 2008 and the political missions in Guinea-Bissau and the Central African Republic are mandated to transition into integrated peacebuilding offices in 2010. **In the view of the Advisory Committee, clear benchmarks for progress, as well as a strategy for phasing down, should be established for these and other peacebuilding offices. The complementary use of the Peacebuilding Fund in attaining the objectives of the integrated missions should also be considered. In addition, thorough consultations should be held, both in the field with the country team and at Headquarters**.

18. As indicated in paragraph 63 of the report, the Department of Field Support is a key partner for both the Department of Political Affairs and the Department of Peacekeeping Operations in carrying out field-based activities. The Secretary-General indicates that a service-level agreement is being finalized in order to clarify the roles, responsibilities and expectations of the Department of Field Support and the Department of Political Affairs and to improve the quality, reliability and predictability of services. **The Advisory Committee stresses the need to finalize the agreement as expeditiously as possible. However, given the range of activities included under special political missions and the need for flexibility, the Advisory Committee cautions against the establishment of a template that draws too heavily on the experience of the peacekeeping missions**.

19. The Advisory Committee notes from paragraph 62 of the report that the Department of Political Affairs is in the process of developing a lesson-learning and knowledge-management strategy. In so doing, it is drawing on and adopting the established system that exists in the Department of Peacekeeping Operations for capturing lessons learned and best practices. **The Advisory Committee requests that the Secretary-General report on progress in this regard, including a broad description of what has been learned and how it has been applied, in his next report on the financing of special political missions**.

20. The issues of backstopping and funding of Headquarters support to special political missions are covered in paragraphs 65 to 70 of the report of the Secretary-General. The Advisory Committee notes that, in response to its own recommendations and those of the Office of Internal Oversight Services, efforts to improve the backstopping of missions in the Department of Political Affairs are under way. The Secretary-General indicates in paragraph 70 that the backstopping provided to special political missions by the Department of Management and other parts of the Secretariat has grown significantly, as such missions have evolved in both number and complexity. Accordingly, an assessment of workload statistics related to the management of activities funded through the special political mission provision of the regular budget is envisaged. The assessment would draw from any relevant ongoing efforts relating to the backstopping of peacekeeping operations. **In this context, the Advisory Committee again cautions against the use of a template that is modelled too closely on the experience of peacekeeping operations (see para. 18 above). Furthermore, the Advisory Committee emphasizes the need to take into account possibilities for closer coordination and support among United Nations presences in the same area**. The Advisory Committee notes that the results of this assessment are to be reported in the budget proposal for 2011.

III. Specific recommendations on resource requirements

21. The Secretary-General's proposals for special political missions are organized in three thematic clusters, while the budgets of the larger missions, the United Nations Assistance Mission in Afghanistan and the United Nations Assistance Mission for Iraq, are presented separately in view of their size and complexity:

(*a*) Thematic cluster I: special and personal envoys of and special advisers to the Secretary-General (see A/64/349/Add.1 and paras. 27–41 below);

(*b*) Thematic cluster II: sanctions monitoring teams, groups and panels (see A/64/349/Add.2 and paras. 42–57 below);

(*c*) Thematic cluster III: United Nations offices, peacebuilding offices, integrated offices and commissions (see A/64/349/Add.3 and paras. 58–123 below);

(*d*) United Nations Assistance Mission in Afghanistan (see A/64/349/Add.4 and paras. 124–155 below);

(*e*) United Nations Assistance Mission for Iraq (see A/64/349/Add.5 and paras. 156–180 below).

22. A summary of the estimated costs of activities of the 27 special political missions for 2010, with the respective mandates and expiry dates, is contained in table 1 of the report of the Secretary-General (A/64/349). The Advisory Committee notes that, of the 27 missions, 7 have open-ended mandates; 1 has a mandate that expires on 25 April 2011; 10 have mandates with expiry dates ranging from January to December 2010; 1 is under consideration by the General Assembly; 7 have mandates that expire by 31 December 2009 and 1 mandate is to be determined. The assumption is, as indicated in the report, that the Security Council or the General Assembly will extend the mandates for periods similar to those approved for 2009 and 2010. In this connection, the Advisory Committee was informed that, since the finalization of the report of the Secretary-General, the mandates of the Group of Experts on Côte d'Ivoire and the Group of Experts on the Democratic Republic of the Congo had been extended by the Security Council until 31 October 2010 (Council resolution 1893 (2009) of 29 October 2009) and 30 November 2010 (Council resolution 1896 (2009) of 30 November 2009), respectively.

23. The Advisory Committee notes that the information on the resources for the 27 missions contained in the report of the Secretary-General for 2010 reflects the discontinuation of the Special Envoy of the Secretary-General for the Lord's Resistance Army-affected areas and the United Nations International Independent Investigation Commission, which were fully liquidated by 30 June 2009. It also reflects the liquidation of the United Nations Peacebuilding Support Office in Guinea-Bissau (UNOGBIS) by December 2009 and its transformation into the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) starting 1 January 2010, and the completion by the International Advisory and Monitoring Board of its mandate by 31 December 2009. It should also be noted that the United Nations Peacebuilding Support Office in the Central African Republic (BONUCA) has been fully transformed into the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA).

24. The total estimated requirements for the period from 1 January to 31 December 2010 amount to $637,320,600 gross ($599,526,500 net), with the requirements for the two largest missions accounting for the largest share of resources, UNAMA (40.4 per cent) and UNAMI (26.5 per cent). The Advisory Committee notes that total resources appropriated for the biennium 2008–2009 amounted to $879,849,800, while expenditures are estimated at $876,736,400. An amount of $3,113,400 is therefore anticipated to remain unencumbered at the end of 2009.

25. The staffing resources proposed for 2010 total 5,286 positions, compared to 4,691 authorized for 2009. The two largest missions, UNAMA and UNAMI, account for 3,892 positions, or 74 per cent of the total proposed for 2010 (ibid., table 3). The net increase of 595 positions includes staffing decreases related to missions that have been or are anticipated to be liquidated

and missions that were transformed into other operations, as well as an increase of 15 positions in thematic cluster I, 7 positions in cluster II and 104 positions in cluster III; the expansion proposed for UNAMA (818 positions) and a decrease of 2 positions in UNAMI. Detailed information and recommendations, where appropriate, are provided below.

26. The Advisory Committee enquired as to the provision for rental of premises for various special political missions included in clusters I and II for 2010 (see paras. 40 and 56 below). Upon enquiry, the Advisory Committee was informed that office premises for existing staff of the special political missions administered by the Department of Political Affairs were not considered in the context of the relocation of the Department under the capital master plan, which covers office space for staff of the Department proper. Accordingly, provisions of $128,700 are now being proposed in the respective proposed budgets for some of those missions in connection with their relocation, ensuring that the rental and renovation of premises, as necessary, for the missions are properly accounted for. **The Advisory Committee regrets that those requirements were not taken into account when plans were being made to secure space for the Department of Political Affairs in the context of the capital master plan.**

A. Thematic cluster I: special and personal envoys of and special advisers to the Secretary-General

27. The resources proposed for cluster I for 2010 of $10,646,200 (1.8 per cent of the overall resources) relate to six special political missions, which include special and personal envoys of and special advisers to the Secretary-General. The Advisory Committee notes that the budget proposal for the Office of the United Nations Special Coordinator for Lebanon, previously included in this cluster, is now included in cluster III. The table below provides a breakdown of projected expenditures for cluster I from 1 January 2008 to 31 December 2009 and the estimated requirements for 2010, compared to the resources approved for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009-2010*	
Mission	*Appropriation* (1)	*Estimated expenditure* (2)	*Estimated unencumbered balance* (3)=(1)-(2)	Total (4)	*Non-recurrent* (5)	*Approved budget 2009* (6)	*Variance* (7)=(4)-(6)
Special Adviser to the Secretary-General on Myanmar	1 368.0	1 364.8	3.2	1 159.1	2.3	753.2	405.9
Special Adviser to the Secretary-General on Cyprus	5 228.5	3 172.7	2 055.8	3 279.2	—	3 603.2	(324.0)
Special Adviser to the Secretary-General on the Prevention of Genocide	2 475.8	2 453.9	21.9	1 780.2	0.5	1 332.5	447.7
Personal Envoy of the Secretary-General for Western Sahara	1 213.8	495.4	718.4	690.7	1.1	628.4	62.3
Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	1 542.6	1 198.4	344.2	695.0	—	852.0	(157.0)
Special Envoy of the Secretary-General for the Great Lakes Region	—	—	—	3 042.0	27.1	—	3 042.0
Total	**11 828.7**	**8 685.2**	**3 143.5**	**10 646.2**	**31.0**	**7 169.3**	**3 476.9**

28. The Advisory Committee notes that an amount of $11,828,700 was appropriated for the special political missions included in cluster I for the period from 1 January 2008 to 31 December 2009. Estimated expenditures to 31 December 2009 are projected at $8,685,200. The variance of $3,143,500 is due mostly to reduced requirements related to the Special Adviser to the Secretary-General on Cyprus ($2,055,800), which is the result of a higher than projected vacancy rate and reduced requirements for operational costs, as some of the logistical support budgeted was provided by the United Nations Peacekeeping Force in Cyprus (UNFICYP). The anticipated unencumbered balance related to the Personal Envoy of the Secretary-General for Western Sahara ($718,400) is due to the fact that the position of Personal Envoy was vacant from August to December 2008, resulting in a reduction in formal meetings, travel and other activities of the Office.

29. The overall resources proposed for 2010 for cluster I of $10,646,200 reflect an increase of $3,476,900 compared to the resources approved for 2009 of $7,169,300. This is due mostly to the inclusion of the requirements for the Special Envoy of the Secretary-General for the Great Lakes Region, as shown in the table above. The Advisory Committee recalls that resources for the Office of the Special Envoy had been included in the budget of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) for the six-month period from 1 July to 31 December 2009. The Advisory Committee was informed that for the period from November 2008 to June 2009 expenditure in the amount of $808,765 was funded from the approved MONUC budget for 2008/09. Starting on 1 January 2010, the requirements are proposed under the provision for special political missions, as the functions of the Special Envoy for the Great Lakes Region and activities of his Office are more closely aligned with those of special political missions (see also A/63/746/Add.16, para. 48). The budget of $3,042,000 contained in the report of the Secretary-General (A/64/349/Add.1) for the Office of the Special Envoy of the Secretary-General for the Great Lakes Region for 2010 includes an amount of $1,221,400 for civilian personnel costs related to the establishment of 14 positions, as well as operational costs of $1,820,600. During its hearings, however, the Advisory Committee enquired as to recent developments in the implementation of the mandate of this mission to bring peace to the eastern part of the Democratic Republic of the Congo. The Advisory Committee was informed that, at the time of preparation of the proposed budget for 2010, it was assumed that the negotiation phase would remain active for a longer period. Instead, progress has been reported in this regard and the implementation phase has begun.

30. The Advisory Committee was further informed that the Special Envoy had, in view of the substantial success achieved, discussed the future of his mandate with the Secretary-General, as well as with the Security Council, on 9 November, and confirmed his intention to take a step back from active mediation. He has confirmed, however, that he intends to remain on standby in case of any sudden reversal in the progress achieved. The Special Envoy intends to convey the same message to the Heads of Great Lakes region States at the African Union Summit to be held in Addis Ababa in January/February 2010. Before that, the Senior Special Adviser will, in accordance with the regular practice, lead a small team from the Office of the Special Envoy for the Great Lakes Region in Nairobi to work with the parties in the Democratic Republic of the Congo to assess progress. This assessment mission will take place in mid-December, with the possibility of another such mission in January. The Special Envoy also informed the Security Council that owing to its fragility, the situation would continue to require close monitoring and that his office in Nairobi would therefore require not only some capacity to continue monitoring further progress for a limited period, but also some form of mechanism to carry forward the monitoring and follow-up thereafter.

31. Accordingly, the Advisory Committee was informed that, with a view to continuing the necessary support to the Special Envoy of the Secretary-General for the Great Lakes Region through the remainder of his active mediation, it is proposed that the budget provision proposed for the Office of the Special Envoy for 2010 contained in the report of the Secretary-General be

adjusted from 12 months to 6 months. As a result, the requirements of the Office of the Special Envoy of the Secretary-General for the Great Lakes Region from 1 January to 30 June 2010 are estimated at $1,534,600 (a $1,507,400 reduction), including $611,000 for civilian personnel costs and $923,600 for operational costs.

32. The approved budget positions under cluster I, the vacancy situation as at 31 October 2009 and the Secretary-General's proposals for 2010 are summarized in the table below.

Mission	*Approved for 2009*	*Vacant positions*	*Proposed for 2010*	*New positions*	*Abolitions*	*Reclassifications*
Special Adviser to the Secretary-General on Myanmar	3 (1 USG, 1 P-4, 1 GS (OL))	—	5 (1 USG, 2 P-4, 1 P-3, 1 GS (OL))	2 (1 P-4, 1 P-3)	—	—
Special Adviser to the Secretary-General on Cyprus	20 (1 USG, 1 D-1, 4 P-5, 5 P-4, 2 FS, 4 GS (OL), 3 LL)	1 (1 P-5)	19 (1 USG, 1 D-1, 3 P-5, 5 P-4, 2 FS, 4 GS (OL), 3 LL)	—	1 (1 P-5)	—
Special Adviser to the Secretary-General on the Prevention of Genocide	6 (1 USG, 2 P-4, 1 P-3, 2 GS (OL))	—	6 (1 USG, 2 P-4, 1 P-3, 2 GS (OL))	—	—	—
Personal Envoy of the Secretary-General for Western Sahara	1 (1 USG)	—	1 (1 USG)	—	—	—
Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	3 (1 USG, 1 P-4, 1 GS (OL))	—	3 (1 USG, 1 P-4, 1 GS (OL))	—	—	—
Special Envoy of the Secretary-General for the Great Lakes Region	—	—	14 (1 USG, 1 ASG, 2 P-5, 1 P-4, 2 P-3, 3 FS, 4 LL)	14 (1 USG, 1 ASG, 2 P-5, 1 P-4, 2 P-3, 3 FS, 4 LL)	—	—

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level.

Comments and recommendations on posts

Special Adviser to the Secretary-General on Myanmar

33. Two additional Political Affairs Officer positions (1 P-4 and 1 P-3) are requested to increase capacity in the light of current developments in Myanmar and the resulting need for intensified engagement by the Special Adviser in anticipation of the elections planned in 2010. The Political Affairs Officer at the P-4 level would monitor the socio-economic and governance situations and underlying conditions in the domestic political context, contributing analyses, policy and strategy papers and project documents and liaising with the Resident Coordinator and the country team to

ensure a coherent and coordinated approach. The Political Affairs Officer at the P-3 level would monitor the human rights situation and related developments in close coordination with the Office of the United Nations High Commissioner for Human Rights. **The Advisory Committee recommends approval of the two Political Affairs Officer positions (1 P-4 and 1 P-3) requested.**

Office of the Special Envoy of the Secretary-General for the Great Lakes Region

34. The Advisory Committee recalls that the General Assembly, in its resolution 63/291 of 30 June 2009, approved 16 general temporary assistance positions for the Office of the Special Envoy of the Secretary-General for the Great Lakes Region for six months as part of the budget of MONUC (see para. 29 above). Fourteen of those positions are proposed in the report of the Secretary-General, as follows:

(*a*) Eight substantive positions: the Special Envoy of the Secretary-General (Under-Secretary-General), the Senior Special Adviser and Head of Office (Assistant Secretary-General), the Special Assistant to the Special Envoy (P-5), the Chief of Staff (P-5), the Political Affairs Officer and Special Assistant to the Senior Special Adviser (P-4), a Political Affairs/Reporting Officer (P-3), a Personal Assistant to the Special Envoy (Field Service) and an Administrative Assistant (Field Service);

(*b*) Two security positions for a Security Protection Coordination Officer (P-3) and a Close Protection Team Leader (Field Service);

(*c*) Four administrative positions (Local level) for an Administrative Assistant and three Drivers.

35. The variance in the number of positions proposed relates to the reduction of two positions for an Administrative Assistant (Field Service) and a Driver (Local level), which are not requested for 2010. Upon enquiry, the Advisory Committee was informed that nine of the positions were currently encumbered (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 P-5, 2 Field Service and 4 Local level); the Chief of Staff (P-5) and Political Affairs/Reporting Officer (P-3) are under recruitment. **In line with the situation described in paragraphs 29 to 31 above, the Advisory Committee recommends approval of the 14 positions proposed for the period from 1 January to 30 June 2010.**

Comments and recommendations on operational costs

36. The table below provides a breakdown of projected expenditures under operational costs from 1 January 2008 to 31 December 2009 and gives a comparison between the proposed requirements for 2010 (including the revised requirements for the Office of the Special Envoy of the Secretary-General for the Great Lakes Region) and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009-2010*	
	Appropriation	*Estimated expenditures*	*Estimated unencumbered balance*	**Total**	*Non-recurrent*	*Approved budget 2009*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	(4)	*(5)*	*(6)*	*(7)=(4)-(6)*
Consultants and experts	136.9	278.4	(141.5)	767.3	—	77.2	690.1
Official travel	2 792.1	2 242.4	549.7	1 545.7	—	1 495.7	50.0
Facilities and infrastructure	689.8	500.3	189.5	582.1	20.0	237.2	344.9
Ground transportation	223.0	63.2	159.8	168.3	—	152.3	16.0
Air transportation	32.1	10.0	22.1	197.1	—	32.1	165.0
Communications	404.0	280.3	123.7	268.3	—	244.8	23.5
Information technology	200.8	169.6	31.2	64.7	11.0	54.7	10.0
Medical	—	—	—	3.0	—	—	3.0
Other supplies, services and equipment	444.4	179.5	264.9	287.7	—	242.4	45.3
Total	**4 923.1**	**3 723.7**	**1 199.7**	**3 884.2**	**31.0**	**2 536.4**	**1 347.8**

37. The overall operational requirements for 2010 reflect an increase of $1,347,800 compared to the resources approved for 2009. Most of the increase in the requirements is due to the inclusion of operational costs related to the Special Envoy of the Secretary-General for the Great Lakes Region of $923,800 (see para. 31 above).

38. The resources proposed for consultants and experts of $767,300 (an increase of $690,100 over the resources approved for 2009) include a provision of $315,000 for the Office of the Special Envoy of the Secretary-General for the Great Lakes Region. A provision is also included for the Special Adviser to the Secretary-General on Cyprus ($212,400) to make available assistance in such areas as governance, power-sharing and economic and property matters. The Advisory Committee recalls that 20 additional positions were approved for 2009 in view of the resumption of fully fledged good offices functions towards a comprehensive settlement. Upon enquiry, the Advisory Committee was informed that 17 of those positions had been filled; two thematic experts (governance and security; P-5) are currently under recruitment and a thematic expert (property; P-5) position is being abolished and proposed for funding under consultancy, as it proved difficult to identify a suitable candidate for a longer period. **Given the requirement for specialized expertise in the areas of restitution, exchange and compensation modalities and the difficulties in recruiting for a longer period, the Advisory Committee recommends approval of the resources requested for consultancy on property matters only. The other areas of expertise proposed should be covered from within the existing resources of the Office or UNFICYP capacity. The resources for consultants for the Special Adviser to the Secretary-General on Cyprus should therefore be reduced to an amount of $45,000.**

39. Resources for consultants are also included for the Personal Envoy of the Secretary-General for Western Sahara, reflecting the increase in consultations and negotiations planned for 2010 ($76,400), and the Special Adviser to the Secretary-General on the Prevention of Genocide, as a result of the planned training activities for 2010 to intensify the efforts of the office on genocide awareness ($90,200).

40. The net increase of $344,900 in the resources proposed for facilities and infrastructure is related mostly to the requirements of the Special Envoy of the Secretary-General for the Great Lakes Region ($94,590), an increase in the requirements for the Special Adviser to the Secretary-General on the Prevention of Genocide ($198,800) for alteration/renovation costs related to the move to a new location following the recommendation of the Department of Safety and Security;

and provision for rental of premises for the Special Adviser to the Secretary-General on Myanmar ($71,500), the Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004) ($42,900) and the Personal Envoy of the Secretary-General for Western Sahara ($14,300), as they were previously co-located with the Department of Political Affairs and their relocation was not taken into account in the context of the relocation of the Department under the capital master plan (see para. 26 above).

41. The requirements for air transportation of $197,100 include an amount of $188,650 for the Special Envoy of the Secretary-General for the Great Lakes Region, reflecting the arrangement for the utilization of MONUC air assets on a when- and as-needed basis. The resources proposed for official travel of $1,545,700 (a net increase of $50,000) include the provision for the Special Envoy for the Great Lakes Region ($12,900), as well as an increase of $55,800 for the Special Adviser to the Secretary-General on the Prevention of Genocide over the resources of $238,900 approved for 2009, owing to the inclusion of the travel of eight members of the Advisory Committee on Genocide Prevention for its session in New York, offset by decreases in the requirements for the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004) ($147,700) and the Personal Envoy of the Secretary-General for Western Sahara ($74,400).

B. Thematic cluster II: sanctions monitoring teams, groups and panels

42. The resources proposed for cluster II for 2010 of $26,496,600 (4.6 per cent of the total resources) relate to nine special political missions, which include the sanctions monitoring teams, groups and panels emanating from the decisions of the Security Council (see table below).

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009		*Variance*	*Requirements for 2010*		*Variance analysis 2009-2010*	
	Appropriation	*Estimated expenditure*	*Savings (deficit)*	Total	*Non-recurrent*	Total requirements 2009	*Variance*
Mission	*(1)*	*(2)*	*(3)=(1)-(2)*	(4)	*(5)*	**(6)**	*(7)=(4)-(6)*
Monitoring Group on Somalia	2 469.2	2 474.5	(5.3)	1 555.2	—	1 243.7	311.5
Panel of Experts on Liberia	1 341.4	1 219.9	121.5	757.4	—	741.8	15.6
Group of Experts on Côte d'Ivoire	2 494.5	2 470.6	23.9	1 271.4	—	1 285.3	(13.9)
Group of Experts on the Democratic Republic of the Congo	2 905.0	2 521.4	383.6	1 452.3	—	1 596.4	(144.1)
Panel of Experts on the Sudan	2 733.8	2 644.1	89.7	1 739.1	—	1 513.4	225.7
Panel of Experts on the Democratic People's Republic of Korea	—	—	—	3 397.7	384.0	—	3 397.7
Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Al-Qaida and the Taliban and associated individuals and entities	7 509.0	6 473.4	1 035.6	3 970.9	2.8	3 977.4	(6.5)
Support to the Security Council Committee established pursuant to resolution 1540 (2004)	4 789.9	4 450.2	339.7	3 393.9	416.0	2 507.4	886.5

	1 January 2008 to 31 December 2009		Variance	Requirements for 2010		Variance analysis 2009–2010	
	Appropriation	Estimated expenditure	Savings (deficit)	Total	Non-recurrent	Total requirements 2009	Variance
Mission	(1)	(2)	(3)=(1)-(2)	(4)	(5)	(6)	(7)=(4)-(6)
Counter-Terrorism Committee Executive Directorate	15 460.8	15 402.9	57.9	8 958.7	40.0	7 995.0	963.7
Total	**39 703.6**	**37 657.0**	**2 046.6**	**26 496.6**	**842.8**	**20 860.4**	**5 636.2**

43. Resources amounting to $39,703,600 were appropriated for the panels and teams included under cluster II for the period from 1 January 2008 to 31 December 2009. Expenditures to 31 December 2009 are projected at $37,657,000. The net underexpenditure of $2,046,600 is due mostly to reduced requirements for the following:

(*a*) The Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) ($1,035,600), in view of the departure of four experts at various times during the period and delays in securing replacements, as well as its impact on planned travel;

(*b*) Support for the Security Council Committee established pursuant to resolution 1540 (2004) ($339,700), in view of the premature departure of an expert and the delay in finding a replacement;

(*c*) The Group of Experts on the Democratic Republic of the Congo ($383,600), resulting from a reduction in the amount of travel undertaken by the experts and consultants.

44. The resources proposed for 2010 for the special political missions under cluster II of $26,496,600 reflect a net increase of $5,636,200 compared to the resources apportioned for 2009. The increase is due mostly to the first-time inclusion of the requirements for the Panel of Experts on the Democratic People's Republic of Korea ($3,397,700), including civilian personnel costs of $412,000 and operational costs of $2,985,700. The Advisory Committee notes that the Panel was established pursuant to Security Council resolution 1874 (2009) of 12 June 2009, in which the Council requested the Secretary-General to create a panel of up to seven experts, for an initial period of one year, to carry out the tasks assigned in paragraph 26 of the resolution. As indicated in the report of the Secretary-General, it is anticipated that its mandate will extend beyond 31 August 2010 (A/64/349/Add.2, para. 73).

45. The Advisory Committee notes that the increase in the resources proposed for 2010 also reflects additional requirements for the Counter-Terrorism Committee Executive Directorate ($963,700) in view of two additional positions (1 P-4 and 1 P-2) proposed; for support to the Security Council Committee established pursuant to resolution 1540 (2004) ($886,500), in view of the proposed addition of one P-5 position; for the Monitoring Group on Somalia ($311,500), owing to the addition of a fifth expert pursuant to Security Council resolution 1853 (2008); and for the Panel of Experts on the Sudan ($225,700), in view of the increase in the monthly fees of experts.

46. The Advisory Committee also notes that given the timing of the budget presentation, the logical framework for presentation of the Panel of Experts on the Democratic People's Republic of Korea has not been fully developed. **The Advisory Committee expects that improvements will be made in this regard in the next budget submission, given the expectation that the mandate will be extended beyond 31 August 2010 (see para. 44 above).**

47. The approved budget positions under cluster II for 2009, the vacancy situation as at 31 October 2009 and the Secretary-General's proposals for 2010 are summarized in the table below. The recommendations of the Advisory Committee with regard to new positions and reclassifications are outlined in the paragraphs below.

Mission	*Approved for 2009*	*Vacant positions*	*Proposed for 2010*	*New positions*	*Abolitions*	*Reclassifications*
Monitoring Group on Somalia	2 (1 GS (OL), 1 LL)	—	2 (1 GS (OL), 1 LL)	—	—	—
Panel of Experts on Liberia	—	—	—	—	—	—
Group of Experts on Côte d'Ivoire	1 P-3	—	1 P-3	—	—	—
Group of Experts on the Democratic Republic of the Congo	1 P-3	—	1 P-3	—	—	—
Panel of Experts on the Sudan	2 (1 P-3, 1 GS (OL))	—	2 (1 P-3, 1 GS (OL))	—	—	—
Panel of Experts on the Democratic People's Republic of Korea	—	—	4 (2 P-3, 2 GS (OL))	4 (2 P-3, 2 GS (OL))	—	—
Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Al-Qaida and the Taliban and associated individuals and entities	10 (1 P-5, 1 P-4, 3 P-3, 5 GS (OL))	—	10 (1 P-5, 1 P-4, 3 P-3, 5 GS (OL))	—	—	—
Support to the Security Council Committee established pursuant to resolution 1540 (2004)	4 (2 P-3, 2 GS (OL))	—	5 (1 P-5, 2 P-3, 2 GS (OL))	1 (1 P-5)	—	—
Counter-Terrorism Committee Executive Directorate	38 (1 ASG, 1 D-2, 2 D-1, 9 P-5, 11 P-4, 3 P-3, 3 P-2, 8 GS (OL))	2 (2 P-2)	40 (1 ASG, 1 D-2, 2 D-1, 9 P-5, 12 P-4, 3 P-3, 4 P-2, 8 GS (OL))	2 (1 P-4, 1 P-2)	—	—

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level.

Comments and recommendations on posts

Panel of Experts on the Democratic People's Republic of Korea

48. Four new positions are proposed for two Political Affairs Officers (P-3) and two Research Assistants (General Service (Other level)) (ibid., para. 81). One Political Affairs Officer is requested to organize and administer the database in support of all the operations of the Panel; the other is requested to provide analysis and information to the Panel on compliance, outreach and dialogue. The two Research Assistants are requested to provide support in researching, extracting and compiling information and technical data on specific programmes and projects, and processing and entering data into the relevant database. **The Advisory Committee recommends approval of one Political Affairs Officer (P-3) out of the two proposed, and the two Research Assistants (General Service (Other level)) requested. The Advisory Committee is of the opinion that the staffing capacity in support of the Panel should be re-evaluated in the light of experience gained after one year of operation.**

Support to the Security Council Committee established pursuant to resolution 1540 (2004)

49. A Senior Political Affairs Officer position (P-5) is requested to support the implementation of the new programme of work of the Committee, as mandated in Security Council resolution 1810 (2008) of 25 April 2008 (ibid., para. 118). The Advisory Committee was informed that the Senior Political Affairs Officer would provide substantive support to formal and informal meetings of the Committee; substantial and logistic support to the Chairperson; overall coordination, oversight and management of activities in support of the Committee and its experts; and coordination of outreach and dialogue activities, including fund-raising. The Advisory Committee was informed that, given the increase in the responsibilities associated with this position, there is no capacity in the Office for Disarmament Affairs of the Secretariat to absorb the functions. **The Advisory Committee recommends approval of the Senior Political Affairs Officer position (P-5) proposed.**

Counter-Terrorism Committee Executive Directorate

50. Two new positions are proposed for a Legal Affairs Officer (P-4) and an Associate Political Officer (P-2) as a consequence of the increased workload related to the legal and political responsibilities of the Executive Directorate (ibid., para. 134). The Legal Affairs Officer would carry out additional tasks assigned to the Executive Directorate following the interim review of its work related to the preliminary implementation assessments and regional cooperation. The Associate Political Affairs Officer would perform statistical analyses of data provided by Member States, gather, organize and analyse information and assist in drafting reports. **The Advisory Committee recommends approval of the proposed positions for a Legal Affairs Officer (P-4) and an Associate Political Affairs Officer (P-2).**

Comments and recommendations on operational costs

51. The table below provides a breakdown of projected expenditures under operational costs from 1 January 2008 to 31 December 2009 and gives a comparison between the proposed requirements for 2010 and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009–2010*	
Category of expenditure	*Appropriation* (1)	*Estimated expenditure* (2)	*Estimated unencumbered balance* (3)=(1)-(2)	Total (4)	*Non-recurrent* (5)	*Approved budget 2009* (6)	*Variance* (7)=(4)-(6)
Consultants and experts	17 093.2	15 702.1	1 391.1	11 468.0	—	9 001.9	2 466.1
Official travel	2 917.5	2 565.5	352.0	1 783.4	—	1 564.8	218.6
Facilities and infrastructure	2 527.6	2 523.2	4.4	2 382.2	800.0	1 259.5	1 122.7
Ground transportation	92.3	89.3	3.0	55.0	—	50.8	4.2
Communications	419.0	354.5	64.5	224.2	—	231.0	(6.8)
Information technology	395.6	320.6	75.0	347.8	42.8	238.5	109.3
Other supplies, services and equipment	344.1	309.4	34.7	259.4	—	197.9	61.5
Total	**23 789.3**	**21 864.6**	**1 924.7**	**16 520.0**	**842.8**	**12 544.4**	**3 975.6**

52. The Advisory Committee notes that expenditures for the biennium 2008–2009 are estimated at $21,864,600, as compared to an appropriation of $23,789,300. The projected underexpenditure of $1,924,700 is due mostly to reduced costs under consultants and experts (see para. 43 above).

53. The proposed operational requirements for 2010 of $16,520,000 reflect an increase of $3,975,600 over the resources appropriated for 2009. This is due mostly to the first-time inclusion of the operational requirements for the Panel of Experts on the Democratic People's Republic of Korea ($2,985,700).

54. The overall requirements for consultants and experts, which reflect an increase of $2,466,100, include resources of $2,130,100 to cover the fees and travel costs of seven experts (12 months) and one consultant (4.5 months) for the Panel of Experts on the Democratic People's Republic of Korea.

55. **The Advisory Committee reiterates its view that there is a need for greater transparency in the presentation of the resources for consultants under cluster II (see A/63/593, para. 48).** Upon enquiry, the Advisory Committee was informed that the overall resources proposed for 2010 ($11,468,000) include a provision (for fees and travel costs) of $10,266,400 related to experts and $1,201,600 related to consultants. The Advisory Committee notes that in order to identify suitable experts, the Security Council Affairs Division of the Department of Political Affairs of the Secretariat maintains an electronic roster that sorts candidates according to areas of expertise and other criteria (see A/64/349, paras. 28–31). **The Advisory Committee reiterates the need to ensure that members of the panels have the requisite expertise for mandate implementation so that the hiring of consultants is resorted to only for shorter periods and for very specialized expertise that is not available from one of the experts or members of the panel.**

56. An increase of $1,122,700 is reflected in the resource requirements proposed for facilities and infrastructure for 2010. A provision of $589,700 relates to the Panel of Experts on the Democratic People's Republic of Korea, including rental costs and non-recurrent requirements of $384,000 related to the move to new office space. The requirements of $593,400 for support to the Security Council Committee established pursuant to resolution 1540 (2004) include an increase of $445,500. The provision would cover rental costs, as well as non-recurrent requirements of $416,000 related to the move to new office space on the basis of a recommendation by the Department of Safety and Security of the Secretariat.

57. The increase in the resources proposed for official travel of $218,600 is due mostly to the travel requirements of the Panel of Experts on the Democratic People's Republic of Korea ($207,900).

C. Thematic cluster III: United Nations offices, peacebuilding offices, integrated offices and commissions

58. The resources proposed for 2010 for the 10 special political missions under cluster III amount to $161,450,100, which represents 26.9 per cent of the total resources requested for the special political missions (A/64/349 and Add.3). The Advisory Committee notes that the resources for the Office of the United Nations Special Coordinator for Lebanon, previously under cluster I, are now included under cluster III. The table below provides a breakdown, by mission, of the projected expenditures from 1 January 2008 to 31 December 2009 and the estimated requirements for 2010.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			Requirements for 2010		Variance analysis 2009–2010	
Mission	Appropriation (1)	Estimated expenditures (2)	Estimated unencumbered balance (3)=(1)-(2)	Total (4)	Non-recurrent (5)	Approved budget 2009 (6)	Variance (7)=(4)-(6)
United Nations Office for West Africa	11 077.0	10 680.1	396.9	6 966.1	99.2	5 714.4	1 251.7
United Nations Integrated Peacebuilding Office in the Central African Republic	—	—	—	17 991.6	3 262.5	—	17 991.6
United Nations Integrated Peacebuilding Office in Guinea-Bissau	—	—	—	19 016.6	2 735.4	—	19 016.6
United Nations Political Office for Somalia	25 426.5	23 806.2	1 620.3	17 029.5	100.0	15 262.2	1 767.3
United Nations Integrated Peacebuilding Office in Sierra Leone	15 205.0	15 205.0	—	16 934.5	479.7	15 205.0	1 729.5
United Nations support to the Cameroon-Nigeria Mixed Commission	15 958.6	14 060.7	1 897.9	8 930.1	75.7	8 099.9	830.2
United Nations Regional Centre for Preventive Diplomacy for Central Asia	4 006.3	3 771.8	234.5	3 175.0	315.3	2 203.8	971.2
United Nations Integrated Office in Burundi	70 167.5	70 167.5	—	46 258.0	1 097.7	37 898.4	8 359.6
United Nations Mission in Nepal	66 857.8	73 662.0	(6 804.2)	16 742.9	281.8	16 778.7	(35.8)
Office of the United Nations Special Coordinator for Lebanon	12 622.6	12 622.1	0.5	8 405.8	867.0	6 722.8	1 683.0
Total	**221 321.3**	**223 975.4**	**(2 654.1)**	**161 450.1**	**9 314.3**	**107 885.2**	**53 564.9**

59. As indicated in the table above, expenditures for the period from 1 January 2008 to 31 December 2009 are estimated at $223,975,400, reflecting an overexpenditure of $2,654,100 compared to the amount of $221,321,300 appropriated for the missions in cluster III for the biennium 2008–2009. The Advisory Committee notes that most of the projected additional requirements relate to the extension of the mandate of the United Nations Mission in Nepal ($6,804,200) (see para. 114 below). This is partially offset by underexpenditure for United Nations support to the Cameroon-Nigeria Mixed Commission ($1,897,900) and the United Nations Political Office for Somalia (UNPOS) ($1,620,300). Information with respect to those variances is provided below in connection with the missions concerned.

60. For 2010, the estimated requirements of $161,450,100 represent an increase of $53,564,900, or 49.6 per cent, over the resources of $107,885,200 appropriated for 2009. The Advisory Committee notes that the increase is in large part related to the provision for the two new integrated peacebuilding offices, the United Nations Integrated Peacebuilding Office in the Central African Republic and the United Nations Integrated Peacebuilding Office in Guinea-Bissau, as well as the United Nations Integrated Office in Burundi.

61. The approved positions under cluster III for 2009, the vacancy status as at 31 October 2009, as well as the Secretary-General's proposals for 2010 are summarized in the table below. The Advisory Committee's comments and recommendations on staffing requirements are set out in its discussion of the individual missions concerned.

Mission	*Approved for 2009*	*Vacant positions*	*Proposed for 2010*	*New positions*	*Abolitions*	*Reclassifications*
United Nations Office for West Africa	30 (1 USG, 1 D-1, 2 P-5, 5 P-4, 1 P-3, 4 FS, 1 GS (OL), 2 NO, 12 LL, 1 UNV)	5 (2 P-4, 1 P-3, 1 FS, 1 LL)	32 (1 USG, 2 D-1, 2 P-5, 5 P-4, 1 P-3, 6 FS, 2 NO, 12 LL, 1 UNV)	2 (1 D-1, 1 FS)	—	1 GS (OL) to FS
United Nations Integrated Peacebuilding Office in the Central African Republic	—	—	157 (1 ASG, 1 D-2, 1 D-1, 5 P-5, 10 P-4, 7 P-3, 1 P-2, 37 FS, 12 NO, 77 LL, 5 UNV)	157 (1 ASG, 1 D-2, 1 D-1, 5 P-5, 10 P-4, 7 P-3, 1 P-2, 37 FS, 12 NO, 77 LL, 5 UNV)	—	—
United Nations Integrated Peacebuilding Office in Guinea-Bissau	—	—	119 (1 ASG, 1 D-2, 2 D-1, 6 P-5, 14 P-4, 10 P-3, 30 FS, 14 NO, 40 LL, 1 UNV)	119 (1 ASG, 1 D-2, 2 D-1, 6 P-5, 14 P-4, 10 P-3, 30 FS, 14 NO, 40 LL, 1 UNV)	—	—
United Nations Political Office for Somalia	92 (1 USG, 1 D-2, 2 D-1, 10 P-5, 18 P-4, 10 P-3, 1 P-2, 21 FS, 12 NO, 16 LL)	31 (1 D-1, 4 P-5, 9 P-4, 2 P-3, 1 P-2, 3 FS, 9 NO, 2 LL)	105 (1 USG, 1 D-2, 2 D-1, 10 P-5, 17 P-4, 12 P-3, 1 P-2, 23 FS, 12 NO, 26 LL)	14 (2 P-3, 2 FS, 10 LL)	1 (1 P-4)	—

Mission	*Approved for 2009*	*Vacant positions*	*Proposed for 2010*	*New positions*	*Abolitions*	*Reclassifications*
United Nations Integrated Peacebuilding Office in Sierra Leone	73 (1 ASG, 1 D-1, 5 P-5, 12 P-4, 9 P-3, 1 P-2, 13 FS, 13 NO, 18 LL)	13 (1 P-5, 5 P-4, 3 P-3, 3 FS, 1 NO)	82 (1 ASG, 1 D-1, 5 P-5, 12 P-4, 9 P-3, 1 P-2, 13 FS, 13 NO, 19 LL, 8 UNV)	9 (1 LL, 8 UNV)	—	—
United Nations support to the Cameroon-Nigeria Mixed Commission	22 (2 USG, 1 D-2, 3 P-5, 7 P-4, 2 P-3, 1 GS (OL), 6 LL)	4 (1 USG, 1 D-2, 1 P-4, 1 P-3)	20 (1 USG, 3 P-5, 7 P-4, 2 P-3, 1 FS, 6 LL)	—	2 (1 USG, 1 D-2)	1 GS (OL) to FS
United Nations Regional Centre for Preventive Diplomacy for Central Asia	25 (1 ASG, 1 P-5, 2 P-4, 2 P-3, 2 FS, 17 LL)	2 (1 P-4, 1 FS)	29 (1 ASG, 1 P-5, 2 P-4, 2 P-3, 2 FS, 4 NO, 17 LL)	4 (4 NO)	—	—
Office of the United Nations Special Coordinator for Lebanon	81 (1 USG, 1 ASG, 1 D-1, 3 P-5, 3 P-4, 4 P-3, 2 P-2, 6 FS, 2 GS (OL), 2 NO, 56 LL)	11 (1 GS (OL), 2 FS, 8 LL)	82 (1 USG, 1 ASG, 1 D-1, 3 P-5, 4 P-4, 2 P-3, 2 P-2, 6 FS, 2 GS (OL), 3 NO, 57 LL)	1 (1 LL)	—	1 P-3 to P-4 1 P-3 to NO
United Nations Integrated Office in Burundi[a]	450 (1 ASG, 1 D-2, 4 D-1, 7 P-5, 28 P-4, 31 P-3, 4 P-2, 68 FS, 18 NO, 237 LL, 51 UNV)	40 (9 P-4, 11 P-3, 4 FS, 3 NO, 11 LL, 2 UNV)	450 (1 ASG, 1 D-2, 4 D-1, 7 P-5, 28 P-4, 31 P-3, 4 P-2, 68 FS, 18 NO, 237 LL, 51 UNV)	—	—	—

Mission	*Approved for 2009*	*Vacant positions*	*Proposed for 2010*	*New positions*	*Abolitions*	*Reclassifications*
United Nations Mission in Nepal	202 (1 D-2, 1 D-1, 4 P-5, 10 P-4, 13 P-3, 27 FS, 9 NO, 118 LL, 19 UNV)	14 (1 P-5, 3 P-4, 3 P-3, 1 FS, 1 NO, 4 LL, 1 UNV)	205 (1 D-2, 1 D-1, 4 P-5, 10 P-4, 13 P-3, 27 FS, 9 NO, 121 LL, 19 UNV)	3 (3 LL)	—	—

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); NO, National Officer; LL, Local level; UNV, United Nations Volunteer.

[a] Vacancies as of 30 September 2009.

62. **The operational costs for cluster III should be adjusted according to the recommendations of the Advisory Committee on posts in the paragraphs below.**

United Nations Office for West Africa

63. The estimated requirements for 2010 for the United Nations Office for West Africa (UNOWA) amount to $6,966,100, as compared to the appropriation of $5,714,400 for 2009. The increase of $1,251,700 is due mainly to additional requirements for civilian personnel costs ($639,100) as a result of two new international positions proposed (1 D-1 and 1 Field Service), the effect of an increase in the post adjustment multiplier and the application of a lower vacancy rate for international staff of 5 per cent for 2010 compared to 15 per cent for 2009. Additional resources are also included under operational costs in view of additional requirements for air transportation and facilities and infrastructure.

64. **The Advisory Committee welcomes the revisions made to the strategic framework for UNOWA for 2010 to better reflect strategic priorities for the mission, as well as improvements in the logical framework, as recommended by the Advisory Committee in its previous report on the financing of special political missions (A/63/593, para. 60).**

65. The Special Representative of the Secretary-General for West Africa also serves as Chairperson of the Cameroon-Nigeria Mixed Commission and, since April 2009, as the new Chairperson of the Follow-up Committee established under the June 2006 Greentree Agreement. As indicated in the report of the Secretary-General (A/64/349/Add.3, para. 5), UNOWA provides aviation support services to other United Nations entities on a cost-reimbursable basis, such as the Cameroon-Nigeria Mixed Commission. Existing asset- and staff-sharing arrangements are in place with the Cameroon-Nigeria Mixed Commission, which will continue in 2010, and UNOWA will further increase its support to the Mixed Commission, in line with the Office's revised mandate.

66. The staffing changes for the Office for 2010 include two new international positions proposed as well as a conversion, as follows (ibid., paras. 21–24):

(*a*) A new D-1 position for a Director/Chief of Staff, who would be responsible for the overall substantive, financial and administrative management of UNOWA and the Cameroon-Nigeria Mixed Commission, ensuring effective direction and integrated management of activities;

(*b*) A Technical Compliance/Quality Control Assistant (Field Service) position to undertake quality control of aviation through regular inspections and establishment of monitoring tools in line with the Department of Peacekeeping Operations Aviation Manual and approved United Nations aviation standards, as current capacity (1 P-4, 1 General Service (Other level) and 1 United Nations Volunteer) is insufficient for those functions to be performed properly;

(c) An Administrative Assistant position is proposed to be converted from the General Service (Other level) to the Field Service category, pursuant to General Assembly resolution 63/250.

67. **The Advisory Committee recommends approval of the staffing changes proposed.**

68. The Advisory Committee notes that the resources proposed for air transportation of $2,138,900 reflect an increase of $370,000 compared to the approved appropriation of $1,768,900 for 2009. Expenditures for the biennium 2008–2009 are estimated at $3,134,200. The projected underexpenditure of $517,100 is due mostly to lower-than-budgeted fuel costs. The increase in resources proposed for 2010 is due to revised rates in the contract for fixed-wing aircraft. Upon enquiry, the Advisory Committee was informed that the current commercial contract for UNOWA aircraft would expire on 26 December 2009. A new contract is being negotiated, which constitutes an operational requirement for both UNOWA and the Cameroon-Nigeria Mixed Commission, which makes use of the aircraft on a cost-sharing basis. The basis for estimating the resources, since the new contract is still under negotiation, is a recently signed contract for the United Nations Support Office for the African Union Mission in Somalia (UNSOA) that reflects current aviation market rates. **The Advisory Committee is concerned about the high unit cost of travel to support UNOWA and the Cameroon-Nigeria Mixed Commission. The Advisory Committee expects the Secretary-General to find means of ensuring a higher degree of cost-effectiveness in the utilization of air services. The Advisory Committee requests that information be provided on measures taken and progress made in this regard in future budget submissions (see also para. 104 below).**

United Nations Integrated Peacebuilding Office in the Central African Republic

69. The United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA) was established on the recommendation of the Secretary-General in a letter dated 3 March 2009[1] to succeed the United Nations Peacebuilding Support Office in the Central African Republic (BONUCA). The recommendation was endorsed by the Security Council in a presidential statement issued on 7 April 2009,[2] initially until 31 December 2009. In response to the request of the Council in that statement, the Secretary-General included information on the structure and strength of BINUCA in his latest report on the situation in the Central African Republic.[3] The mandate of the Office is reproduced in paragraph 31 of the report of the Secretary-General (A/64/349/Add.3).

70. The estimated requirements for 2010 amount to $17,991,600. In comparison, the approved budget for BONUCA for 2009 amounted to $9.7 million. The proposed budget provides for mission subsistence allowance, travel, clothing allowance and provision for death and disability compensation for two military advisers and two police advisers estimated at $218,800; salaries, common staff costs and hazard pay for the establishment of 157 positions (63 international, 89 national and 5 United Nations Volunteers) at a total estimated cost of $10,543,000; and operational costs amounting to $7,229,800. The Office will be headed by a Special Representative of the Secretary-General at the Assistant Secretary-General level who will be supported by a strategic planning and coordination unit and four substantive units and sections focusing on the key areas of the mandate, namely, security sector reform and disarmament, demobilization and reintegration; good governance and the rule of law; and the establishment of development hubs. The Advisory Committee was provided with an organizational chart showing proposed staffing (see annex I to the present document).

71. In 2010, BINUCA will have four regional offices that will focus on human rights monitoring and reporting and will support national efforts to expand State authority to the regions. The Advisory Committee was informed that the regional offices would be staffed with civil affairs officers in addition to human rights officers and that they would work closely with the United Nations country team entities present in the regions. The Advisory Committee was further informed that the three offices that are already operational would be strengthened in the context of transition into an integrated peacebuilding office. The preparations for the establishment of the fourth office have begun and will be concluded by June 2010.

72. The Advisory Committee was informed, upon enquiry, that of the 157 positions proposed for BINUCA, the following 70 were new:

(*a*) Thirteen positions at the Professional level and above – 16 new positions (1 Deputy Special Representative (D-2),[4] 1 Chief of Staff (D-1), 3 P-5, 6 P-4 and 5 P-3), offset by a reduction of 3 P-2 positions;

(*b*) Twenty-nine Field Service positions;

(*c*) Twelve National Officer positions;

(*d*) Sixteen Local level positions.

The Advisory Committee was further informed that nine General Service positions had been abolished.

73. The Advisory Committee notes that 37 Field Service positions are proposed for 2010, of which 7 fall under the substantive component, 13 under the administrative component and 17 under the safety and security component. **For both this mission and UNIOGBIS, it appears to the Advisory Committee that the proposed structure of the administrative component is modelled too closely on that of the peacekeeping missions (see para. 83 below). In the Advisory Committee's view, the structure of the administrative component should be streamlined, including the possible consolidation of small administrative offices, to reduce the need for international staff. Accordingly, the Advisory Committee recommends a reduction of five Field Service staff under mission support.**

74. **Furthermore, the Advisory Committee observes the significant variations in the structures and resources for the peacebuilding offices and encourages the Secretary-General to take a prudent approach in staffing new offices, taking into account operational requirements in doing so. The Advisory Committee is of the opinion that the vacancy assumptions for BINUCA (13 per cent delayed recruitment factor for international staff, 10 per cent for National Officers and 9 per cent for national General Service staff) are not realistic. It therefore recommends the application of vacancy factors of 30 per cent for international staff and 20 per cent for national staff. The Advisory Committee requests the Secretary-General to re-examine the staffing structures and the need for capacity and to report thereon in the next budget submission.**

75. Operational costs for BINUCA for 2010 are estimated at $7,229,800. The largest components of this amount relate to facilities and infrastructure ($1.9 million), communications ($1.9 million) and ground transportation ($1 million).

76. Upon enquiry concerning the role of the Peacebuilding Support Office with respect to BINUCA, the Advisory Committee was informed that, as a member of the inter-agency integrated task force on the Central African Republic, the Peacebuilding Support Office ensures that the work of the Peacebuilding Commission in the Central African Republic is fully coordinated with and supported by the overall United Nations presence in the country. The mandate of BINUCA includes the provision of support for the implementation of the peacebuilding strategic framework developed jointly by the Government of the Central African Republic and the Peacebuilding Commission, as well as support for the implementation of projects funded by the Peacebuilding Fund. One international staff position, supported by a team of three national staff, funded by the Peacebuilding Fund and recruited by the Peacebuilding Support Office, support the implementation of the Fund's projects in the Central African Republic. With the establishment of the integrated office, those staff members will be part of the Strategic Planning and Coordination Unit.

77. The Advisory Committee notes the information provided concerning activities to be undertaken by BINUCA in cooperation with the United Nations country team and other actors (A/64/349/Add.3, paras. 32–36). Upon enquiry, the Advisory Committee was provided with further details concerning the available resources of the country team in the Central African Republic, as well as the role and mandate of the members of the country team. **The Advisory**

Committee requests the Secretary-General, in future budget submissions for BINUCA, to give greater emphasis to cooperation with the country team and to provide concrete examples of such cooperation.

United Nations Integrated Peacebuilding Office in Guinea-Bissau

78. By its resolution 1876 (2009) of 26 June 2009, the Security Council requested the Secretary-General to establish the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) as the successor to the United Nations Peacebuilding Support Office in Guinea-Bissau (UNOGBIS) for an initial period of 12 months, beginning on 1 January 2010. An integrated strategic framework is to be developed for UNIOGBIS through a Strategic Planning Unit jointly staffed by UNIOGBIS and the country team. Key tasks of the Office are described in paragraph 47 of the report of the Secretary-General (A/64/349/Add.3), while areas of cooperation with regional missions and the United Nations country team, as well as regional organizations, are outlined in paragraphs 53 and 55 of the report.

79. Upon request, the Advisory Committee was provided with details concerning the issues to be addressed by UNIOGBIS in cooperation with the United Nations country team, as well as concrete examples of that cooperation. **The Advisory Committee requests the Secretary-General to provide more information on such activities in future budget proposals for UNIOGBIS.**

80. Estimated requirements for 2010 for UNIOGBIS amount to $19,016,600. In comparison, the approved budget for UNOGBIS for 2009 amounted to $5.1 million. The proposed budget provides for the costs of a military adviser and 14 civilian police advisers estimated at $595,900; salaries and common staff costs for 118 positions and the cost of 1 United Nations Volunteer amounting to $11,876,800; and operational costs of $6,543,900.

81. The proposed budget provides for 119 positions (64 international, 54 national and 1 United Nations Volunteer) at a total estimated cost of $11.9 million. The Office will be headed by the Special Representative of the Secretary-General at the Assistant Secretary-General level, supported by the Deputy Special Representative at the D-2 level, who will also serve as the United Nations Resident Coordinator and the Resident Representative of the United Nations Development Programme (UNDP). The Special Representative and the Deputy Special Representative will be supported by the Strategic Planning Unit and four thematic substantive sections focusing on the key areas of the mandate, namely, political affairs, human rights and gender, security sector reform and public information, as well as by the Mission Support Section. The Advisory Committee was provided with an organization chart showing proposed staffing (see annex II to the present document).

82. The Advisory Committee was informed, upon enquiry, that of the 119 positions proposed for UNIOGBIS, the following 91 were new:

(*a*) Twenty-four positions at the Professional level and above (for the Special Representative of the Secretary-General (Assistant Secretary-General),[5] the Chief of Staff (D-1), the Chief of Security Sector Reform (D-1), 5 P-5, 10 P-4 and 6 P-3);

(*b*) Twenty-seven Field Service positions;

(*c*) Eleven National Officer positions;

(*d*) Twenty-eight Local level positions;

(*e*) One United Nations Volunteer.

The Advisory Committee was further informed that four General Service positions had been abolished. Vacancy factors of 20 per cent for international staff, 20 per cent for National Officers and 5 per cent for national staff have been applied to the estimates.

83. The Advisory Committee notes that, of the 30 proposed Field Service positions, 14 fall under the mission support component. **In the Advisory Committee's view, the support**

component of the mission, like that of BINUCA, should be streamlined to reduce the need for international staff (see para. 73 above). Accordingly, the Advisory Committee recommends a reduction of four Field Service staff under mission support.

84. Operational costs are estimated at $6.5 million. The largest elements under operational costs relate to facilities and infrastructure ($2.1 million), communications ($1.2 million) and ground transportation ($882,800).

United Nations Political Office for Somalia

85. Following the adoption by the Security Council of resolution 1814 (2008) of 15 May 2008, the United Nations began to pursue a three-track approach in Somalia, linking the political, security and programmatic dimensions of its efforts. In its resolution 1863 (2009) of 16 January 2009, the Council authorized the establishment within the United Nations Political Office for Somalia (UNPOS) of a dedicated security sector capacity, including a new advisory unit that would include expertise in police and military training and planning for future activities in the areas of disarmament, demobilization and reintegration and security sector reform, as well as rule-of-law and corrections components. In its resolution 1872 (2009) of 26 May 2009, the Council requested the Secretary-General to continue to assist the Transitional Federal Government in developing the transitional security institutions, including the Somali Police Force and the National Security Force, and to support the Transitional Federal Government in developing a national security strategy. In its resolution 1814 (2008), the Security Council called upon UNPOS to enhance its efforts to enable the transitional federal institutions to implement the key requirements of the Transitional Federal Charter, namely, to develop a constitution, hold a constitutional referendum and hold free and fair elections in 2009, which are now scheduled to take place in 2011 (ibid., paras. 65–70).

86. Following a comprehensive assessment of the security situation at the end of 2008, the relocation of UNPOS and the United Nations country team to Somalia was delayed and the original relocation date of July 2009 was postponed. However, with the assistance of the African Union Mission in Somalia (AMISOM), the Transitional Federal Government has contained insecurity in Mogadishu. In 2009, UNPOS carried out visits to Mogadishu and other parts of south-central Somalia and to "Puntland" and "Somaliland". In 2010, the Office intends to relocate substantive international staff to a forward liaison office in Mogadishu, regional offices in "Somaliland" and "Puntland" and field offices in Boosaaso and Gaalkacyo. UNPOS and the Department of Political Affairs have established mechanisms for collaboration between the United Nations, the wider international community and Somali authorities in support of anti-piracy initiatives. The Special Representative of the Secretary-General will continue to serve as the United Nations focal point on piracy and armed robbery at sea off the coast of Somalia (ibid., paras. 71–84). In its report on the financing of support for AMISOM for the period from 1 July 2009 to 30 June 2010, the Advisory Committee provided observations with regard to anti-piracy efforts (A/64/509, paras. 56–58).

87. UNPOS intends to continue to work closely with the United Nations country team, AMISOM and UNSOA. In preparation for future elections, UNPOS intends to coordinate closely with the Electoral Assistance Division of the Department of Political Affairs, as well as with UNDP and the European Union (A/64/349/Add.3, para. 85; and A/64/509, paras. 16–19). Furthermore, the United Nations Office at Nairobi would continue to provide services on a cost-reimbursable basis for the transportation and payroll of local staff, joint medical services and pouch and mail services. The country offices of UNDP for Somalia and Kenya would continue to provide support services to UNPOS with respect to security radio rooms, the issuance of identification cards for Somalia, security and safety training, access to United Nations dispensaries in Mogadishu, Hargeisa and Garowe, the servicing of host country matters and the registration of motor vehicles with the host countries (A/64/349/Add.3, para. 87).

88. UNSOA intends to provide administrative support to UNPOS starting from 1 January 2010 and, in this connection, four administrative support positions would be abolished by UNPOS in 2010, while an administrative liaison unit consisting of four positions (1 P-4, 2 P-3 and 1 Local

level) would remain in UNPOS to liaise with UNSOA and support the regional offices (see para. 89 below). In addition, 15 UNPOS administrative positions in Nairobi would be abolished from January 2010. Fifteen positions are proposed to be established as at 1 July 2010 (see paras. 90 and 95 below) as part of the set-up and staffing of the planned offices in Somalia (ibid., para. 88). The Advisory Committee was informed that, as UNSOA was a service provider to UNPOS, no formal reporting lines existed. The Advisory Committee was also informed that the purpose of the liaison unit was to ensure the provision of support to UNPOS in areas in Somalia where UNSOA did not have a presence.

89. **The Advisory Committee reiterates its concern that the overall operational structure for support provided to Somalia is too complex a bureaucratic structure, which could lead to problems of coordination and accountability (see A/64/509, para. 61). Furthermore, since a significant UNPOS presence has not yet been established in Somalia, the Advisory Committee is not convinced of the need to retain four positions (1 P-4, 2 P-3 and 1 Local level) to liaise with UNSOA and support the regional offices. Should the need for those functions arise during the budget period, every effort should be made to provide them from within existing resources.**

Budget presentation

90. **The Advisory Committee is of the view that the proposed budget for UNPOS was particularly unclear. For example, the Secretary-General's proposed abolition of 15 positions in Nairobi and their re-establishment in Somalia with new functions should have been better explained (see para. 95 below). The Advisory Committee requests that any future budget proposal provide sufficient information to avoid follow-up requests.**

Resource requirements

91. Resource requirements for the United Nations Political Office for Somalia for 2010 amount to $18,239,900 gross ($17,029,500 net), representing an increase of $1,767,300 over the appropriation for 2009.

92. The estimated requirements relate mainly to civilian personnel costs, amounting to $7,984,200 for 105 proposed positions (67 international staff and 38 national staff). A total of 50 of the 105 staff would be located in Somalia during 2010. Of those, 13 would be new positions and 37 would be redeployed from existing positions in Nairobi. In "Somaliland", a regional office would be established in Hargeisa (20 staff), and in "Puntland" a regional office would be established in Garowe (20 staff), with field offices in Boosaaso (2 staff) and Gaalkacyo (2 staff). A forward liaison office is planned for Mogadishu (6 staff), and four new positions are requested for the Nairobi office in support of the Somalia deployment.

93. The establishment of the following 17 new positions is proposed:

(*a*) Two P-3 Security Officer positions to assist the existing Security Officer (P-4) position to oversee security operations in the "Somaliland"-Hargeisa and "Puntland"-Garowe regions (A/64/349/Add.3, para. 99 (*a*) (i));

(*b*) Two Regional Administrative Officers (Field Service) to provide logistical and administrative support to each regional office, based in the "Puntland"-Garowe regional office and in the "Somaliland"-Hargeisa regional office (ibid., para. 99 (*a*) (ii));

(*c*) Four Security Assistants (Local level) to provide initial coverage for the "Somaliland"-Hargeisa regional office (2 positions) and the "Puntland"-Garowe regional office (2 positions) (ibid., para. 99 (*a*) (iii));

(*d*) Two Engineering/Facilities Assistants (Local level) to support electrical power generator installations and carry out general maintenance at the regional offices, located at the "Somaliland"-Hargeisa regional office and at the "Puntland"-Garowe regional office (ibid., para. 99 (*a*) (iv));

(*e*) One Information Technology Communications Assistant (Local level) to assist in the installation, commissioning and maintenance of communication links for regional offices to be located in the "Somaliland"-Hargeisa regional office (ibid., para. 99 (*a*) (v));

(*f*) Two Administrative Assistants (Local level) under the direct supervision of the Regional Administrative Officers for general administrative support, located in the "Somaliland"-Hargeisa regional office and in the "Puntland"-Garowe regional office (ibid., para. 99 (*a*) (vi));

(*g*) Three Close Protection Officers (Field Service) located in Nairobi to add to the 5 currently on staff to provide protection for the Special Representative of the Secretary-General, in particular during his trips to Somalia and within the region (ibid., para. 99 (*b*) (i));

(*h*) One Administrative Assistant (Local level) located in Nairobi in the Security Sector Development Office to strengthen administrative backstopping within the Office (ibid., para. 99 (*b*) (ii)).

94. **The Advisory Committee recognizes that developments in Somalia will determine the pace at which planned activities and functions can be discharged. The Advisory Committee therefore recommends that staff be recruited only as required. To accommodate actual staffing needs, the Advisory Committee therefore recommends approval of the proposed positions with the application of vacancy factors of 40 per cent for international staff rather than the 20 per cent budgeted, and 30 per cent for national staff rather than the 15 per cent budgeted.**

95. Upon request, the Advisory Committee received information on the new functions of the 15 positions proposed to be established as from 1 July 2010, as follows:

(*a*) One Senior Administrative Officer (P-5) is to be abolished and re-established as Regional Coordinator (P-5) for "Puntland" responsible for managing the activities at the regional and field offices levels; supporting the Nairobi office and liaising with UNPOS;

(*b*) Two Finance Assistant positions (Local level) are to be re-established as Administrative Assistants (Local level) in Hargeisa and Garowe;

(*c*) Eight Driver positions (Local level) are to be re-established as Drivers/Mechanics (Local level) in Hargeisa and Garowe;

(*d*) Two Information Technology and Telecommunications Technicians (Field Service) are to be re-established as Communications Technicians (Field Service) in Hargeisa and Garowe;

(*e*) One Telecommunications Technician (Field Service) is to be re-established as an Information Technology Assistant in Garowe;

(*f*) One Information Technology Assistant (Local level) is to be re-established as an Information Technology/Communications Assistant (Local level) in Garowe.

96. **The Advisory Committee recommends approval of the 15 positions proposed with the application of a 50 per cent vacancy factor for international staff and 30 per cent for national staff.**

97. Operational requirements amount to $9,045,300 (an increase of $648,400)), to provide primarily for air transportation ($1,998,000), ground transportation ($1,056,900), communications ($1,712,400), facilities and infrastructure ($1,546,600) and information technology services ($323,500), in support of the establishment of the offices in Somalia.

United Nations Integrated Peacebuilding Office in Sierra Leone

98. The Advisory Committee recalls that the Security Council, by its resolution 1829 (2008) of 4 August 2008, established the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) for a period of 12 months starting on 1 October 2008, as the follow-on presence to the United Nations Integrated Office in Sierra Leone (UNIOSIL). The Security Council has extended

the mandate of the Office until 30 September 2010 in its resolution 1886 (2009) of 15 September 2009.

99. The resources proposed for 2010 of $16,934,500 (an increase of $1,729,500 over the resources approved for 2009) would provide for civilian personnel costs of $6,639,900 and operational costs of $10,294,600. The civilian personnel costs reflect an increase of $899,000 compared to the resources approved for 2009. This is due mostly to additional requirements for international staff ($689,000), attributable mainly to the cost of harmonization of conditions of service, in accordance with General Assembly resolution 63/250, as well as a proposed provision for eight United Nations Volunteers ($220,500). The staffing changes can be summarized as follows:

(*a*) Eight additional positions for United Nations Volunteers, of which four would strengthen substantive functions (1 Political Affairs Officer, 2 Human Rights Officers and 1 Drugs and Crime Expert), and four would strengthen support functions (finance, transport, legal claims and information technology assistance);

(*b*) One additional Administrative Assistant (Local level) position to support the Senior Administrative Officer heading the Mission Support Section;

(*c*) Redeployment of two P-4 positions from the Human Rights and Rule of Law Section to the Political Affairs and Peace Consolidation Section and to the Democratic Institutions Section, as their functions are considered to be more in line with the work of those sections.

100. **The Advisory Committee recommends acceptance of the staffing changes proposed for 2010 for the United Nations Integrated Peacebuilding Office in Sierra Leone.**

101. The net increase of $830,500 under operational costs includes decreases in the resources proposed for communications and information technology ($578,900 and $539,700, respectively), owing to lower requirements for the acquisition of equipment, offset by increased costs for communications support services. Also included are additional requirements for air transportation ($938,100) in view of increases in contractual rental costs for one helicopter and costs for an additional 100 flight-hours for the use of United Nations Operation in Côte d'Ivoire/United Nations Mission in Liberia helicopters; additional requirements for facilities and infrastructure ($421,100) in view of higher maintenance and security services costs and increased fuel consumption for generators on the basis of experience and needs; and an increase in official travel ($212,000) for a larger number of travel and training events planned in 2010. **The Advisory Committee is not convinced by the justification provided for the increase in travel requirements and recommends that the resources be reduced to $432,900.**

United Nations support to the Cameroon-Nigeria Mixed Commission

102. The planning assumptions for 2010 and the future outlook for the Cameroon-Nigeria Mixed Commission are described in paragraphs 132 to 134 of the report of the Secretary-General (A/64/349/Add.3). The Advisory Committee notes that it is anticipated that all land boundary demarcation activities will be completed by the end of 2012. Furthermore, regarding the Bakassi peninsula, the Greentree Agreement of 2006 provides for the continuation of the mandate of the Follow-up Committee for a transitional regime of five years.

103. The estimated requirements of $8,930,100 for 2010 represent an increase of $830,200 over the appropriation for 2009. The increase is attributable mainly to additional requirements for military observers ($11,200) in view of an increase in the daily subsistence allowance rates applied and additional requirements for civilian personnel ($136,500), owing mostly to increases in the salary scale for international staff effective July 2009 and an increase in the post adjustment multiplier. As indicated in paragraph 65 above, the Special Representative of the Secretary-General for West Africa and Chairperson of the Cameroon-Nigeria Mixed Commission has served as the new Chairperson of the Follow-up Committee since April 2009. The Under-Secretary-General position of the First Member of the Follow-up Committee has therefore become redundant and is proposed to be abolished. The D-2 level position to assist the Follow-up

Committee, which was vacant in 2008 owing to difficulties in finding a candidate willing to accept a contract on a when-actually-employed basis for 60 days, is also proposed to be abolished (ibid., para. 141). Other staffing changes include the conversion of a General Service position to the Field Service category pursuant to General Assembly resolution 63/250. **The Advisory Committee recommends approval of the proposed staffing changes for United Nations support to the Cameroon-Nigeria Mixed Commission.**

104. The increase in operational costs ($682,500) is due mostly to additional requirements for air transportation. The Advisory Committee recalls that the Mixed Commission shares the rental of a fixed-wing aircraft with UNOWA under a 50/50 cost-sharing arrangement. Expenditures for the biennium 2008–2009 are estimated at $3,827,200, as compared to the appropriated amount of $4,390,400. The projected underexpenditure reflects fewer actual flying hours than budgeted. The additional resources for 2010 are attributable mostly to the projected increase in the costs for the contract for the fixed-wing aircraft on the basis of a similar recent contract signed by UNSOA. **As indicated in paragraph 68 above, the Advisory Committee is concerned about the high unit cost of travel to support UNOWA and the Commission. The Secretary-General should find a means of ensuring a higher degree of cost-effectiveness in the utilization of air services. Information on measures taken and progress made in this regard should be provided in future budget submissions.**

United Nations Regional Centre for Preventive Diplomacy for Central Asia

105. The estimated requirements for the United Nations Regional Centre for Preventive Diplomacy for Central Asia of $3,175,000 for 2010, an increase of $971,200 over the appropriation for 2009, mainly reflect the costs of the four new proposed positions, the full cost of the harmonization of conditions of service and non-recurrent purchase of items under facilities and infrastructure, partially offset by the reduced requirements for communications equipment in the light of its acquisition during previous periods. The estimated costs of $120,000 for rental of office premises and utilities will continue to be provided by the host country. The estimated unencumbered balance of $234,500 for the biennium 2008–2009 mainly reflect delays in the set-up of the Centre and the recruitment of staff (ibid., paras. 150–155).

106. Upon enquiry, the Advisory Committee was provided with a comprehensive matrix of the activities of the Centre and of its partners on issues related to drugs, human rights, water, terrorism and political engagement, which is attached as annex III to the present document. The Advisory Committee was also provided with additional information on the United Nations country teams present in the five Central Asian countries.

107. A total of four new National Officer positions are proposed for 2010 (ibid., paras. 152 and 154), with one position in each of the capitals of four Central Asian countries, namely, Astana, Bishkek, Dushanbe and Tashkent. The Advisory Committee was informed that the four National Professional Officers would act as liaison officers and would be responsible for information-gathering on key developments in their respective countries, maintaining contacts with authorities and international and regional organizations and facilitating activities organized by the Centre in their respective locations. Upon enquiry, the Advisory Committee was informed that there had been no mandate changes since the establishment of the Centre in late 2007, in Ashgabat. **Taking into consideration the presence of the United Nations country teams and other organizations working in Central Asia, as well as the existing staffing level of the Centre, which now stands at 25 positions, the Advisory Committee recommends against approval of the proposed four new positions.**

108. The Advisory Committee notes that the proposed requirements under facilities and infrastructure for 2010 are estimated at $420,600, representing an increase of $369,100 compared with the appropriation of $51,500 for 2009. The Advisory Committee was informed that the proposed provision would cover the acquisition of equipment, such as six heavy-duty air-conditioning units to replace the existing malfunctioning units ($77,100), a fuel tank and pump to be used for back-up generators ($40,600) and security cameras, locks and fire extinguishers ($40,800), as well as provision for the rental of office space at UNDP country offices for the

proposed four National Officers ($72,000). **Consistent with its recommendation in paragraph 107 above, the Advisory Committee recommends a reduction of $72,000 for the rental of office space at UNDP country offices for the proposed four National Officers.**

109. The proposed provision for official travel for 2010 amounts to $260,700, an increase of $87,900 compared with the appropriation of $172,800 for 2009. The Advisory Committee notes that an overexpenditure of $68,400 related to official travel is projected for 2008 and 2009. The Advisory Committee was informed that the proposed provision of $260,700 would cover the official travel of the Head and staff of the Centre to summit meetings of regional organizations and consultations in Moscow, Beijing, Kabul, Vienna and New York ($117,000), consultations with the Office of the United Nations High Commissioner for Refugees in Geneva ($5,500), quarterly visits to regional capitals ($94,700), travel by staff to Brindisi, Italy, related to general administration and information technology training ($28,500) and attendance at annual meetings by the Senior Administrative Officer – and the Communications and Information Technology Officer ($15,000). The Advisory Committee requested, but did not receive, information with respect to the cost and locations related to the travel undertaken by the Head of the Centre since taking up office in June 2008. **The Advisory Committee recommends that the information be provided to the General Assembly in the context of its consideration of the proposed budget for 2010. The Advisory Committee recommends that the level of $172,800 provided for 2009 under official travel be maintained.**

United Nations Integrated Office in Burundi

110. By its resolution 1858 (2008) of 22 December 2008, the Security Council extended the mandate of the United Nations Integrated Office in Burundi (BINUB) until 31 December 2009 and requested the Executive Representative of the Secretary-General to facilitate and promote dialogue among national and international stakeholders, in particular in the context of the elections projected to be held between June and August 2010, which will be taken into account in connection with the timing and details of BINUB's exit strategy (ibid., paras. 158 and 169). BINUB continues to cooperate with the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), utilizing its air assets, as required, on a reimbursable basis. Support is also provided to BINUB in connection with the data recovery and business continuity facility at the Entebbe Support Base. In turn, BINUB provides assistance to MONUC with administrative arrangements during troop rotations through Bujumbura International Airport and in the management of the MONUC transit camp in Bujumbura (ibid., para. 162).

111. Resource requirements for 2010 amount to $49,762,200 gross ($46,258,000 net), representing an increase of $8,359,600 over the appropriation for 2009. The resources are required, inter alia, for 7 military advisers ($350,400); 14 police advisers ($605,500); 51 United Nations Volunteers ($1,906,200); salaries and common staff costs ($27,166,200) for 450 positions; and operational requirements for facilities and infrastructure ($4,428,000), air transportation ($6,547,700), communications ($1,755,000) and information technology ($1,230,000). **In the light of the pattern of expenditure for facilities and infrastructure, the resources proposed should be reduced to $4 million.**

112. The proposed resources under civilian staffing in the amount of $29,072,400 represent an increase of $5,430,000 over the previous period and provide for a total of 450 staff (144 international staff, 255 national staff and 51 United Nations Volunteers). As at 31 October 2009, the vacancy rates were 18 per cent for international staff, 9.3 per cent for national staff and 3.9 per cent for United Nations Volunteers. No changes to the staffing complement are proposed for 2010. The increase is mostly related to additional requirements due to salary increases and related cost increases, pursuant to the harmonization of contractual status for international and national staff. **The Advisory Committee recommends the application of vacancy factors of 15 per cent for international staff and 9 per cent for national staff for 2010.**

113. Under air transportation, the increase from $2,819,300 for 2009 to $6 547,700 for 2010 is requested in connection with the addition of one helicopter borrowed from MONUC on a cost-reimbursable basis, to provide support during the elections in 2010. **The Advisory Committee**

believes that the proposed increase of approximately 132 per cent, or $3,728,400, is not proportionate with the additional operational resources requested, that is to say, the addition of one helicopter for four months. It therefore recommends a 50 per cent reduction of the proposed increase or a total provision of $4,683,500.

United Nations Mission in Nepal

114. It is indicated in the budget document that the appropriation of $16,778,700 for 2009 was intended to cover the mandated activities of the United Nations Mission in Nepal (UNMIN) to July 2009 and the liquidation of the mission from August to November 2009. Since the Security Council, in its resolution 1879 (2009) of 23 July 2009, extended the mandate of UNMIN from July 2009 to 23 January 2010, the Mission has continued its operations and the estimated additional requirements of $6,804,200 for the period from August to December 2009 is being funded from within the approved overall appropriation for special political missions through redeployment of estimated unencumbered balances from the United Nations Assistance Mission for Iraq (UNAMI) (ibid., para. 192 and table).

115. In September 2009, the Advisory Committee was informed by the Controller of the cost estimates in connection with the extension of the mandate of UNMIN through December 2009 and of the proposal to meet the net additional requirements from the anticipated unencumbered balance of the appropriation in respect of UNAMI, bearing in mind the available balances of the UNMIN appropriation. The Advisory Committee was also informed that the requirements for the mandate beyond 31 December 2009 would be submitted in the context of the proposed budget for special political missions for 2010. **The Advisory Committee took note of that approach.**

116. The Secretary-General indicates that, without prejudice to the action to be taken by the Security Council, it is assumed that the mandate of UNMIN will be extended beyond January 2010. In this connection, the Advisory Committee notes from the report of the Secretary-General to the Security Council that the initial positive steps are rather tentative and cannot with certainty be considered sufficient to create the conditions for the completion of the activities of the Mission by the end of the current mandate.[6] The proposed requirements of $16,742,900 for 2010 would allow the Mission, subject to the decision of the Security Council, to continue its activities for the period from 1 January to 31 July 2010, followed by a liquidation phase from August to November 2010 (A/64/349/Add.3, para. 189).

117. Three new positions have been proposed for drivers (Local level) to support the Mission from August 2009 (ibid., table following para. 194). According to the Secretary-General, the increased demand for driver services is due to the fact that all support to the cantonment sites has had to be provided from Kathmandu after the closure of the regional offices in 2008, in addition to the fact that the Mission has only one air asset (ibid., para. 195). **The Advisory Committee has no objection to the proposed three positions.**

118. A provision of $396,100 is proposed for official travel, an increase of $145,300. The increase is mainly attributable to planned training for safety issues and staff development. **In view of the anticipated expiration of the mandate of the Mission, the Advisory Committee recommends that the proposed resources be reduced to $325,000.**

119. The proposed requirements of $628,000 for 2010 under information technology represent an increase of $339,000 over the approved appropriation of $289,000 for 2009. The Advisory Committee was informed that an amount of $259,800 was proposed for acquisition of equipment to replace five servers and two switches, as well as for four additional uninterruptible power supply units and wide area network optimization. **Taking into consideration the anticipated expiration of the mandate of the Mission, the Advisory Committee recommends against the proposed provision of $259,800 for the replacement of equipment.**

Office of the United Nations Special Coordinator for Lebanon

120. The United Nations Special Coordinator for Lebanon serves as the representative of the Secretary-General to the Government of Lebanon and to all political parties and the diplomatic community based in Lebanon, and coordinates the activities of the United Nations country team and, in coordination with the Department of Political Affairs and the Department of Peacekeeping Operations of the Secretariat, prepares reports of the Secretary-General on the implementation of Security Council resolution 1701 (2006) of 11 August 2006. In 2009, the Office of the Special Coordinator created four specific working groups to establish a policy framework and plan of action on human rights, elections and governance, the situation of the Palestinians in Lebanon and border management. Parliamentary elections were held in Lebanon on 7 June 2009 and, as envisioned in the Doha Agreement, a comprehensive and inclusive dialogue process was launched. The Advisory Committee notes that the scope of the functions of the Special Coordinator has increased and that cooperation with other entities is continuing, including with the office of the United Nations Resident Coordinator and UNDP. In addition, the Department of Field Support provides administrative and logistical support, while UNDP, the Economic and Social Commission for Western Asia and the United Nations Interim Force in Lebanon (UNIFIL) provide personnel, finance, administration, transportation, security and medical support on the ground (ibid., paras. 199–210).

121. Resource requirements for 2010 amount to $9,520,000 gross ($8,405,800 net), representing an increase of $1,683,000 over the appropriation for 2009. The increase is mostly related to civilian personnel costs of $5,969,600 (an increase of $716,700) for 82 proposed positions (22 international staff and 60 national staff), due to changes in the standard salary costs for international staff and salaries, other staff costs and overtime for national staff, as well as the following proposed staffing changes:

(*a*) The reclassification of one P-3 Special Assistant position to the P-4 level to assist the Special Coordinator in front office management and in maintaining close relations with officials of State institutions, political parties, civil society organizations and religious actors (ibid., para. 219 (*a*));

(*b*) The conversion of one P-3 Political Officer position to a Coordination Officer position at the National Professional Officer level to work closely with the United Nations country team (ibid., para. 219 (*b*));

(*c*) The redeployment of two Security Officer (Local level) positions to: (i) one Communications and Information Technology Assistant (Local level) responsible for the communication and information technology infrastructure of the Office; and (ii) one Administrative Assistant (Local level) to assist the Security Unit (ibid., para. 219 (*c*));

(*d*) The establishment of one Facility Management Assistant (Local level) for the maintenance of the offices of the Special Coordinator in the new location (ibid., para. 219 (*d*)).

122. **The Advisory Committee recommends approval of the staffing proposals for the Office of the United Nations Special Coordinator for Lebanon.**

123. The resources proposed for operational costs of $2,436,200 reflect an increase of $966,300. This is mostly owing to additional requirements for communications ($460,700) in connection with the plan to set up a direct communications link to the United Nations Logistics Base in Brindisi, as recommended by UNIFIL for security reasons. Additional resources are also proposed under facilities and infrastructure ($381,000) in connection with costs associated with the relocation of the offices of the Special Coordinator in May 2009.

IV. United Nations Assistance Mission in Afghanistan

124. The Security Council, in its resolution 1868 (2009) of 23 March 2009, decided to extend the mandate of the United Nations Assistance Mission in Afghanistan (UNAMA) for an additional twelve-month period, ending on 23 March 2010. As indicated by the Secretary-General in his report (A/64/349/Add.4), the budget proposal for 2010 seeks to ensure the ability of the Mission to deliver support in the priority areas identified in paragraph 4 of Security Council resolution 1806 (2008) of 20 March 2008 and at the International Conference in Support of Afghanistan, held in Paris on 12 June 2008, as well as the key elements identified at the International Conference on Afghanistan held in The Hague on 31 March 2009. According to the Secretary-General, UNAMA is required, on this basis, to strengthen its aid coordination capacity and to continue to assist the Government of Afghanistan in identifying gaps and donors to fill them; its role is to catalyse Afghan and international partners, supported by expertise available across the United Nations system, and to provide political outreach and promote implementation of the Afghanistan National Development Strategy through a strengthened and expanded presence throughout the country.

125. In paragraph 6 of its resolution 1868 (2009), the Security Council stressed the importance of strengthening and expanding the presence of UNAMA and other United Nations agencies, funds and programmes in the provinces, and encouraged the Secretary-General to continue his current efforts to take measures necessary to address the security issues associated with such strengthening and expansion. In this connection, the Secretary-General indicates in his report containing the budget for 2010 (ibid.) that 8 regional offices and 12 provincial offices are currently operational. Furthermore, 3 provincial offices, budgeted in 2009, are to open before the end of the year in Lashkar Gah, Ghazni and Farah, and 6 additional provincial offices, included in the budget for 2010, are to be established in Logar, Paktika, Laghman, Panjsher, Takhar and Jawzjan (ibid., para. 6). The report further indicates that three of these provincial offices (Panjsher, Jawzjan and Takhar) are to open in the fourth quarter of 2009, as the security situation in those provinces is relatively stable and premises are available for rent; the remaining three would open in 2010 (ibid., paras. 265–267), which would bring the number of provincial offices to a total of 21.

126. The Advisory Committee was informed that the opening of one of the offices included in the 2009 budget was delayed owing to security concerns. Upon enquiry, the Advisory Committee was provided with updated target dates which indicate the following:

(*a*) The provincial offices in Jawzjan, Farah and Takhar are to open on 30 November, 15 December and 31 December 2009, respectively;

(*b*) The opening of the Ghazni office is planned for 31 January 2010;

(*c*) The offices in Logar, Laghman, Paktika and Panjsher are to open between March and August 2010;

(*d*) The opening of the office in Lashkar Gah (originally planned for June 2009) is pending, as premises are yet to be identified and the security assessment is to be updated.

127. The proposed expansion is accompanied by additional staffing proposed to strengthen the existing regional and provincial offices and additional staffing for the new provincial offices, as well as required support staff and increases in operational costs and security and safety requirements. In this context, the Advisory Committee notes that the United Nations country team in Afghanistan, in consultation with the Department of Safety and Security, has developed a project ("Closing the security gap"), to enhance the level of security for all United Nations staff deployed in the country through the provision of support to the Government of Afghanistan in establishing a dedicated and adequate security capacity that provides protection services to UNAMA and the United Nations in carrying out their tasks. Pending completion of the project, armed static guards and international security guards are and will further be deployed to the various locations (see also paras. 130 and 150 below). Furthermore, the Advisory Committee notes that following the 28 October 2009 bombing incident in Kabul, a review of the security

requirements and capacity has been launched. The Advisory Committee was informed that it would be apprised of the outcome of any security reviews.

128. The following table provides a breakdown of projected expenditures for the period from 1 January 2008 to 31 December 2009 and the estimated requirements for UNAMA for 2010, allowing for a comparison between the proposed requirements for 2010 and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009-2010*	
	Appropriation	*Estimated expenditure*	*Variance*	Total	*Non-recurrent*	*Approved budget 2009*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)*	*(6)*	*(7)=(4)-(6)*
Military and police personnel costs	2 266.1	2 136.3	129.8	1 578.5	—	1 225.7	352.8
Civilian personnel cost	128 688.8	132 955.9	(4 267.1)	105 778.3	—	72 373.8	33 404.5
Operational costs	112 939.8	121 501.5	(8 561.7)	134 587.5	33 604.8	81 339.3	53 248.2
Total	**243 894.7**	**256 593.7**	**(12 699.0)**	**241 944.3**	**33 604.8**	**154 938.8**	**87 005.5**

129. The Advisory Committee notes that expenditures for the period from 1 January 2008 to 31 December 2009 are estimated at $256,593,700, compared with the appropriated amount of $243,894,700. The projected overexpenditure of $12,699,000 is mostly due to additional requirements for:

(*a*) Air transportation ($7,191,300), owing in large part to additional flying hours in view of security concerns in respect of movement by road;

(*b*) Facilities and infrastructure ($1,625,500), owing to unforeseen requirements for additional security deployment in view of the deterioration of the security situation;

(*c*) National staff costs ($2,485,100), in view of lower than budgeted vacancy rates (an anticipated rate of 20 per cent compared with the budgeted rate of 22 per cent in 2008 and 15 per cent in 2009), increases in local salaries in 2009 and changes in hazardous duty station allowances effective 1 March 2009;

(*d*) International staff costs ($1,886,700), owing to lower than budgeted vacancy rates (an anticipated rate of 20 per cent compared with the budgeted rate of 25 per cent in 2008 and 26 per cent in 2009).

130. Information on expenditures for the biennium 2008–2009 is included in section IV of the report of the Secretary-General. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2010 are estimated at $256,579,500 gross ($241,944,300 net). The increase of $87,005,500 (or 56 per cent) over the resources of $154,938,800 approved for 2009 is mostly due to the proposed establishment of 818 additional positions; the costs associated with the opening of the six additional provincial offices; the implementation of the "Closing the security gap" project and deployment of additional security guards to all mission locations in view of the deterioration of the security situation; the proposed increase in the air fleet and associated costs; and the incorporation of quick-impact projects for regions and provinces where the Mission has and will have a presence.

131. **The Advisory Committee notes that with the proposed increases, the provision for UNAMA to meet its evolving responsibilities will have grown very substantially. In view of this significant growth, the Advisory Committee stresses the need for future submissions to set out more systematic, clear and specific information on results achieved and the conditions necessary for the effective utilization of the resources requested to support the**

mandated objectives. Requests for resources should be supported by clear justification on how existing capacity needs to be supplemented.

132. The Advisory Committee recalls that UNAMA has a two-pillar structure (pillar I, political affairs, and pillar II, relief, recovery and reconstruction) under the leadership of the Special Representative of the Secretary-General, and that the Deputy Special Representative of the Secretary-General for Relief, Recovery and Reconstruction, who heads pillar II, also serves as Resident Coordinator and Humanitarian Coordinator. An organizational chart is attached in the annex to the report of the Secretary-General.

133. To pursue the priorities summarized in paragraphs 124 and 125 above, changes proposed by the Secretary-General for 2010 include the strengthening of the existing capacity of the regional and provincial offices and additional staffing capacity for the proposed six new provincial offices (585 additional positions out of the overall 818 proposed); the enhancement of the Security Section within the Office of the Special Representative of the Secretary-General and the establishment of a new Governance, Rule of Law, Police Reform and Counter-Narcotics Division within pillar I. Within pillar II, changes include the strengthening of the capacity of the Afghanistan National Development Strategy Support Unit and the Donor Coordination and Aid Effectiveness Unit and the establishment of a new Child Protection Unit. Moreover, taking into consideration the further expansion of provincial offices, mission support capacity is proposed to be enhanced through additional staffing, including the creation of a new Air Operations Section, following a review of the Mission's aviation programme. In addition, the two Liaison Offices in Islamabad and Tehran will also continue to operate, as will a logistics support office in Dubai.

134. The Advisory Committee recalls that, in the context of the budget submission for 2009, the Advisory Committee was informed that it was considered essential to recommend the placement of a D-2 counter-narcotics expert in UNAMA to pair the convening power of the Mission with the level of advice required (A/63/593, para. 113). While presented as an urgent requirement at the time, the Advisory Committee was informed during its hearings on the budget proposed for 2010 that, in consultation with the United Nations Office on Drugs and Crime, it was later decided, in the light of the situation in the mission area and the posture of the United Nations Office on Drugs and Crime office in Afghanistan, that the concept for the function had changed. As a result, the budgeted D-2 position was never filled. As indicated above, the new Governance, Rule of Law, Police Reform and Counter-Narcotics Division, proposed to be established in pillar I, would bring together existing units in pillar I and the Counter-Narcotics Unit from pillar II, as their tasks and responsibilities are considered to be interconnected, allowing for a coordinated approach to their work, improving information and analysis and enhancing dialogue with national and international counterparts. The D-2 position approved in 2009 for a Counter-Narcotics Adviser is therefore proposed to carry out the duties of Director of the Governance, Rule of Law, Police Reform and Counter-Narcotics Division (A/64/349/Add.4, paras. 88-90).

135. **The Advisory Committee does not object to the proposed reorganization or the new Division. The Mission needs to ensure, nevertheless, senior leadership for the counter-narcotics function. Furthermore, the Advisory Committee recalls that, in the context of the 2009 budget submission for UNAMA, substantive restructuring was proposed and additional staffing approved, including 368 additional positions for the regional and provincial offices. The Advisory Committee reiterates that an analysis of how the Mission's restructuring and additional staffing approved have contributed to the implementation of the mandate must be provided (see A/63/593, para. 129). This request should be complied with in the submission for the budget for 2011, including the additional capacity and resources to be provided for 2010.**

136. **The Advisory Committee recognizes the need for UNAMA to respond to the priorities indicated in paragraphs 124 and 125 above. The Advisory Committee is also cognizant of the difficult security environment in which the Mission operates. It stresses the need for realistic planning in the further development of the operations of the Mission. It draws attention to the managerial challenges inherent in the envisaged simultaneous expansion of the Mission's presence as well as its deepening in locations where it is already present. The**

further development of regional and provincial offices should be based on lessons learned from experience to date.

137. **In making its recommendations on the staffing and operational requirements of the Mission for 2010, the Advisory Committee has taken into account the prevailing security situation and the possibility of delays in implementing the operational workplan, in deploying proposed staff to the regional and provincial offices or in adhering to the projected time frames.** Furthermore, as indicated in paragraph 127 above, security arrangements for UNAMA are under review, following the 28 October 2009 bombing incident in Kabul. **The Advisory Committee therefore recommends that the Secretary-General be requested to provide a progress report to the General Assembly, at the second part of its resumed sixty-fourth session, in order to permit an evaluation of how the operational plans are proceeding.**

138. **Taking into account the foregoing, as well as experience to date in putting into operation new provincial offices, the Advisory Committee recommends that, for 2010, provision be made of two thirds of the staff and non-staff resources requested for the six new provincial offices. Should the pace of expansion be faster, additional resources should be reported by the Secretary-General in the context of the first performance report for the biennium 2010–2011.**

Military and police personnel

139. The resources proposed for 2010 for military and police personnel of $1,578,500 reflect an increase of $352,800 over the amount of $1,225,700 appropriated for 2009. They provide for the requirements related to the deployment of 1 Military Adviser, 27 Military Liaison Officers and 8 Civilian Police Advisers. The cost estimates include a vacancy rate of 15 per cent for Military Observers and 20 per cent for Civilian Police Advisers. The increase in the costs reflects the proposed increase in the number of Military Liaison Officers from 19 in 2009 to 27 in 2010, in order to allow deployment of an additional Officer to each of the existing regional offices in the field, as well as the application of a vacancy rate of 20 per cent to the costs related to Civilian Police Advisers, compared with 25 per cent applied for 2009. **Taking into account the observations in paragraphs 136 to 138 above, the Advisory Committee recommends approval of the resources proposed for military and police personnel for 2010 adjusted by a vacancy factor of 18 per cent for Military Liaison Officers, instead of the 15 per cent proposed in the budget.**

Civilian personnel

140. The approved positions of the Mission, its vacancy situation as at 31 October 2009 and the proposals of the Secretary-General for 2010 are summarized in the following table.

	Positions	*Level*
Approved positions for 2009	2 023	1 USG; 2 ASG; 4 D-2; 8 D-1; 27 P-5; 87 P-4; 96 P-3; 57 P-2; 123 FS; 1 GS (PL); 19 GS (OL); 230 NO; 1,309 LL; 59 UNV
Vacant positions as at 31 October 2009[a]	350	1 D-2; 5 D-1; 5 P-5; 20 P-4; 28 P-3; 14 P-2; 21 FS; 57 NO; 194 LL; 5 UNV
Proposed positions for 2010	2 841	1 USG; 2 ASG; 4 D-2; 16 D-1; 25 P-5; 129 P-4; 126 P-3; 68 P-2; 200 FS; 315 NO; 1,874 LL; 81 UNV
New positions[b]	840	8 D-1; 42 P-4; 30 P-3; 11 P-2; 77 FS; 85 NO; 565 LL; 22 UNV
Conversion[c]	20	1 GS (PL) and 19 GS (OL) to FS
Abolition[d]	1	1 NO
Redeployment	51	1 D-2; 2 P-4; 3 P-3; 1 P-2; 6 FS; 7 NO; 27 LL; 4 UNV
Reclassification	12	4 P-5 to D-1; 4 P-4 to P-5; 2 P-3 to P-4; 2 P-2 to P-3

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; GS (PL), General Service (Principal level); GS (OL), General Service (Other level); NO, National Officer; LL, Local level; UNV, United Nations Volunteers.

[a] Including 97 positions currently under recruitment.

[b] Represents the gross increase, including 20 positions converted from General Service to Field Service pursuant to General Assembly resolution 63/250 on the harmonization of conditions of service and 2 positions proposed to be reclassified from P-5 to D-1 level.

[c] Resulting from the adoption of General Assembly resolution 63/250.

[d] In the Procurement Section.

141. The staffing proposed for 2010 consists of 2,841 positions, including 571 international staff (371 Professional and 200 Field Service), 2,189 national staff (315 National Officers and 1,874 Local level) and 81 United Nations Volunteers. The proposed staffing reflects a net increase of 818 positions, including 166 international (89 Professional and 77 Field Service), 650 national (85 National Officers and 565 Local level) and 22 United Nations Volunteer positions, compared with the staffing approved for 2009. The Advisory Committee notes that of the total additional positions requested, 585 would reinforce the regional and provincial offices, as related to the expansion of UNAMA to the provinces (66 international, 512 national and 7 United Nations Volunteer positions) in seeking to carry out the activities indicated in paragraph 270 of the report of the Secretary-General (A/64/349/Add.4). The staffing changes proposed also include 20 conversions from the General Service to the Field Service category, in accordance with General Assembly resolution 63/250 on the harmonization of conditions of service; the redeployment of 51 existing positions; and the upward reclassification of 12 existing positions. The staffing changes are summarized in tables 4, 5 and 6 of the report of the Secretary-General.

142. The proposed resources for civilian personnel would amount to $105,778,300. The net increase of $33,404,500 relates to the 818 proposed new positions; the implementation of the harmonization of conditions of service allowances in accordance with General Assembly resolution 63/250, which is partially offset by the discontinuation of mission subsistence allowance; anticipated increases in local salaries for national staff; and an increase in the cost for each United Nations Volunteer (ibid., paras. 289, 292 and 295). The cost estimates take into account a 30 per cent vacancy factor for international and national staff and a 20 per cent vacancy factor for United Nations Volunteers, as well as hazardous duty station allowances (ibid., paras. 287, 288 and 291).

Comments and recommendations on posts

143. The staffing changes proposed for 2010 are described in paragraphs 32 to 281 of the report of the Secretary-General; organization charts showing the current positions, proposed new positions, redeployments and reclassifications are contained in the annex to the report (A/64/349/Add.4). The Advisory Committee has attached a summary of the staffing changes proposed for UNAMA for 2010, including new and existing units, additional positions, redeployments and reclassifications (see annex IV to the present document).

144. Information on the staffing proposals for the regional and provincial offices is provided in paragraphs 241 to 281 of the report of the Secretary-General and annex IV to the present document, including 104 additional positions proposed for regional offices and 481 for provincial offices. The Advisory Committee notes that the number of posts in provincial and regional offices varies slightly from office to office (region to region). The Advisory Committee was informed that the differences mostly reflect the level of requirements for security guards. In regional offices, the staffing ranges from 99 to 107. A model template for a regional office of 102 positions would include 39 substantive, 21 security and 42 mission support positions. In provincial offices, the staffing ranges from 43 to 47 positions; a model template of 44 positions would include 12 substantive, 19 security and 13 mission support positions. **The Advisory Committee underlines the importance of taking into account the specific circumstances and conditions of the different regions and provinces.**

145. The Advisory Committee notes that it is proposed to reclassify the seven existing positions for the Heads of the regional offices from the P-5 to the D-1 level, in view of the expectation that their duties and responsibilities will increase along with the number of provincial offices; the position of Head of the Kandahar office already being authorized at the D-1 level. For the provincial offices, 21 additional positions at the P-4 level are proposed to head the offices, as experience has shown that National Officers acting as heads of such offices are not perceived as impartial and P-3 level incumbents were judged to be inexperienced. The Advisory Committee also notes that it is now proposed to attach three substantive international staff to the provincial offices, in view of the Mission's policy of rotation, in order to ensure the continuous presence of one international staff member at all times, instead of two substantive international staff, as proposed in the context of the 2009 budget submission (ibid., para. 280).

146. **Subject to its comments and observations in paragraphs 135 to 138 above, the Advisory Committee recommends acceptance of the Secretary-General's staffing proposals for UNAMA for 2010, as set out in annex IV to the present document, as well as the proposed redeployments. The Advisory Committee is not convinced by the arguments provided in paragraphs 247 and 248 of the Secretary-General's report for reclassifying the positions of the Heads of the regional offices to the D-1 level, and therefore recommends that the seven positions be maintained at the P-5 level, at this time, until further experience is attained regarding the needs related to the establishment of additional provincial offices. The Advisory Committee recommends approval of the other reclassifications proposed (2 P-2 to P-3, 2 P-3 to P-4 and 4 P-4 to P-5, shown in table 6 of document A/64/349/Add.4).**

Comments and recommendations on operational costs

147. The table below provides a breakdown of the projected expenditures under operational costs from 1 January 2008 to 31 December 2009, allowing for a comparison between the proposed requirements for 2010 and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			Requirements for 2010		Variance analysis 2009–2010	
Category of expenditure	Appropriation (1)	Estimated expenditure (2)	Estimated unencumbered balance (3)=(1)-(2)	Total (4)	Non-recurrent (5)	Approved budget 2009 (6)	Variance (7)=(4)-(6)
Consultants and experts	427.4	427.4	—	1 261.2	—	213.7	1 047.5
Official travel	2 688.3	3 132.8	(444.5)	3 015.8	—	1 628.3	1 387.5
Facilities and infrastructure	26 430.7	28 056.2	(1 625.5)	40 509.8	6 593.7	17 834.8	22 675.0
Ground transportation	31 586.7	31 294.7	292.0	21 810.3	19 520.1	26 503.0	(4 692.7)
Air transportation	37 525.8	44 717.1	(7 191.3)	50 586.0	32.1	25 489.4	25 096.6
Communications	6 592.3	6 241.9	350.4	6 930.2	3 370.0	4 334.8	2 595.4
Information technology	4 797.0	4 797.0	—	5 531.2	3 538.7	3 310.5	2 220.7
Medical	787.7	730.5	57.2	819.2	146.2	499.4	319.8
Other supplies, services and equipment	2 103.9	2 103.9	—	2 423.8	404.0	1 525.4	898.4
Quick-impact projects	—	—	—	1 700.0	—	—	1 700.0
Total	**112 939.8**	**121 501.5**	**(8 561.7)**	**134 587.5**	**33 604.8**	**81 339.3**	**53 248.2**

148. The expenditure under operational costs for the period from 1 January 2008 to 31 December 2009 is estimated at $121,501,500, as compared with an appropriation of $112,939,800 for the period. The Advisory Committee notes that the projected overexpenditure ($8,561,700) is mostly due to additional requirements for air transportation ($7,191,300) and facilities and infrastructure ($1,625,500).

149. The resources proposed for UNAMA for 2010 of $134,587,500 reflect a net increase of $53,248,200 over the appropriation for 2009. The net increase is mostly due to additional resources proposed for air transportation ($25,096,600) and facilities and infrastructure ($22,675,000) reflecting the proposed expansion in the provinces. **In paragraph 138 above, the Advisory Committee has made a recommendation with regard to the staffing and non-staffing requirements related to the new provincial offices, which should reflect on the overall operational costs proposed.**

150. The proposed resources for air transportation of $50,586,000 would provide for the rental and operation costs of a fleet composed of four fixed-wing aircraft and six rotary-wing aircraft, as well as air transport services provided by the United Nations Humanitarian Air Services and related operational costs (ibid., paras. 311–315). The increase of $25,096,600 is explained mainly by the addition of one fixed-wing aircraft and two rotary-wing aircraft and their associated costs, reflecting the further expansion of the Mission to the provinces, the increased use of air transport, given the deterioration in the security situation which limits staff movements by road, as well as the need for medical evacuation capabilities and cargo transportation. **Taking into account its observations in paragraphs 136 to 138 above and the possible delays in deployment to the new provincial offices, the Advisory Committee recommends that the provision for the two additional rotary-wing aircraft be adjusted to assume a four-month delay. The related resources and associated costs should be adjusted accordingly.**

151. The resources proposed for facilities and infrastructure of $40,509,800 reflect an increase of $22,675,000 over the resources approved for 2009. The increase is mostly due to the anticipated opening of six additional provincial offices and related security requirements. The requirements are broken down in paragraph 304 (*a*) to (*m*) of the report of the Secretary-General

(A/64/349/Add.4). These include non-recurrent costs for the acquisition of prefabricated facilities for additional office space and staff accommodation in view of the expansion into new provinces ($6,593,700); acquisition costs for various types of equipment, including $3,526,300 for safety and security equipment; security services costs ($16,062,900); rental of premises ($3,697,800); maintenance, cleaning and waste disposal services ($1,110,700); construction services ($3,909,000); maintenance and electrical supplies ($864,000); and petrol, oil and lubricants ($5,048,600).

152. The proposed resources for ground transportation of $21,810,300 reflect a decrease of $4,692,700, in view of a reduction in the acquisition of armoured vehicles compared with 2009. The resources proposed, however, include non-recurrent requirements of $19,520,100 for the acquisition of 137 armoured vehicles and replacement of 32, including freight charges for 2010. The Advisory Committee recalls that, in view of the security situation in the country and the recommendation of the Department of Safety and Security following a special security risk assessment, a programme to replace all passenger vehicles with armoured vehicles was launched, envisaged to last for a three-year period (2008–2010). The Advisory Committee was informed that 69 armoured vehicles were ordered in the context of the 2008 budget, of which 38 were received and 31 carried over for delivery in 2009. In 2009, resources were approved for the acquisition of 177 armoured vehicles, of which 144 were requisitioned. Of the total 2009 and 2008 balance, 52 vehicles have been received, 22 are prepared for shipment and the remainder are expected to arrive in the mission area by March 2010. The Advisory Committee was further informed that there were problems in 2009 with both vehicle systems contracts which have now been solved; based on projected manufacturing capacity of the two current systems contract vendors, delivery can be expected of up to 25 to 30 vehicles per month in 2010, including the acquisitions proposed for 2010. **Given the importance of the use of armoured vehicles in providing security for the Mission's operation, the Advisory Committee emphasizes the importance of ensuring that contractual arrangements are adhered to. Information in this regard should be provided in the progress report mentioned in paragraph 137 above.**

153. The requirements for communications and information technology amount to $6,930,200 and $5,531,200, respectively. The increases in both cases ($2,595,400 and $2,220,700 respectively) reflect the implementation of the equipment replacement programme as well as the acquisition of additional equipment in support of the expansion to the envisaged additional provincial offices.

154. Resources of $3,015,800 are estimated for official travel for 2010, an increase of $1,387,500 over the apportionment for 2009. It includes training-related travel ($1,493,500) and non-training travel ($718,000 for travel inside the mission area and $804,300 for travel outside). The increase is explained by the anticipated increase of travel of the Special Representative of the Secretary-General for Afghanistan and his staff in connection with the new areas of priority, training-related travel in line with the 2010 training programme, and coordination and support to the additional provincial offices.

155. The Advisory Committee notes that a provision of $1.7 million is proposed for quick-impact projects. A description of the focus of the projects is included in paragraph 329 of the report of the Secretary-General. Upon enquiry, the Advisory Committee was informed that at the time of the establishment of the Mission, resources amounting to $499,000 were provided for quick-impact projects and that it was considered that the original basis for the provision of such resources remained valid to a large extent, in so far as UNAMA had expanded its presence and proposed to further expand in 2010. The quick-impact projects are designed to address gaps not covered by programmes of the country team, other international development actors or the Government. Furthermore, in order to ensure that the projects are non-duplicative, the selection and implementation will be conducted in coordination and collaboration with the United Nations system, through the participation of a representative of the Office of the Resident Coordinator in a review committee which will be established to oversee the selection and monitoring of the projects. **The Advisory Committee does not object to the use of the quick-impact projects mechanism, most commonly used in the context of peacekeeping operations, in view of the**

expansion of the Mission into areas of the country not well served by other entities. It therefore recommends approval of the resources proposed for 2010.

V. United Nations Assistance Mission for Iraq

156. The mandate of the United Nations Assistance Mission for Iraq (UNAMI), as set out in Security Council resolution 1546 (2004) of 8 June 2004, was updated and expanded in resolution 1770 (2007) of 10 August 2007 and renewed under subsequent resolutions 1830 (2008) of 7 August 2008 and 1883 (2009) of 7 August 2009. The mandate was last renewed in resolution 1883 (2009) until 7 August 2010.

157. Paragraphs 2 to 10 of the report of the Secretary-General (A/64/349/Add.5) provide an overview of the activities envisaged for UNAMI in 2010. The report of the Secretary-General to the Security Council of 11 November 2009[7] provides an update on United Nations activities in Iraq, including key political and security developments and the activities of UNAMI.

158. Paragraphs 11 to 18 of the report of the Secretary-General (A/64/349/Add.5) provide information on the performance of the Mission in the biennium 2008–2009. Estimated expenditures for the biennium 2008–2009 amount to $255,615,200, leaving a projected unencumbered balance of $10.2 million, mainly attributable to:

(*a*) Lower costs for life support and logistical services for the guard contingent;

(*b*) Limited deployment of civilian personnel to Iraq based on security conditions;

(*c*) Delayed deployment of the two planned helicopters;

(*d*) Delayed deployment to Basra, Ramadi, Najaf and Mosul resulting in lower requirements for alterations, security installations, security and maintenance services, utility costs and rent.

159. The above-mentioned decreases are offset in part by increased requirements for civilian personnel owing to lower-than-budgeted vacancy rates; higher costs for airfares; increases in the number of mandatory training programmes; higher-than-budgeted costs for communications equipment; and increased security awareness induction training requirements.

160. The Advisory Committee was informed that UNAMI currently receives life support, security, communications, medical services and transportation from the Government of the United States of America and that, in 2010, in view of the planned drawdown of the international forces in Iraq, UNAMI will continue to seek to become more operationally self-reliant to ensure that it is able conduct mandated activities throughout Iraq. To this end, UNAMI intends take a number of measures to improve the capabilities of its Safety and Security Service. It also expects to deploy two helicopters, in addition to the fixed-wing aircraft it has had since 2008, in order to increase its self-reliance in air transportation. **The Advisory Committee stresses the need to keep under review the impact of this drawdown, including possible financial implications for the United Nations.**

161. In paragraph 3 of the report of the Secretary-General, reference is made to the consolidation of the expanded presence of the Mission throughout the country. It is indicated that the UNAMI presence envisaged in Iraq for 2010 comprises the consolidation of United Nations offices in Baghdad and Erbil and the presences in Kirkuk, Basra, Mosul, Ramadi and Najaf. Upon enquiry, it was clarified to the Advisory Committee that what was meant by consolidation was "strengthening" of the United Nations presence in those areas.

162. As indicated in paragraph 9 of the report of the Secretary-General, it is anticipated that there may be increased demands on the United Nations to expand its political facilitation in Iraq, in particular on disputed internal boundaries and the constitutional review. Key electoral events in 2010 will include the parliamentary elections in early 2010 and several referendums.

163. The table below provides a breakdown of projected expenditures for the period from 1 January 2008 to 31 December 2009 and the estimated requirements for UNAMI for 2010, allowing for a comparison between the proposed requirements for 2010 and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009-2010*	
Category of expenditure	*Appropriation* (1)	*Estimated expenditure* (2)	*Estimated unencumbered balance* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Approved budget 2009* (6)	*Variance* (7)=(4)-(6)
Military and police personnel costs	26 305.1	23 009.1	3 296.0	14 513.7	—	14 143.6	370.1
Civilian personnel costs	148 139.0	145 254.6	2 884.4	68 699.4	—	80 894.8	(12 195.4)
Operational costs	91 395.0	87 351.5	4 043.5	75 776.2	14 777.5	53 893.4	21 882.9
Total	**265 839.1**	**255 615.2**	**10 223.9**	**158 989.3**	**14 777.5**	**148 931.8**	**10 057.6**

164. Estimated requirements for UNAMI for 2010 amount to $158,989,300, an increase of $10,057,600 compared with the approved budget of $148,931,800 for 2009. The increase in resources proposed for 2010 is due mainly to the following:

(*a*) Increased usage of helicopters compared with 2009. The Advisory Committee was informed that the cost of contracting the two helicopters for travel within Iraq had proven to be higher than expected (and $4.28 million higher than the approved budget for 2009);

(*b*) Extension of the Mission's communications and information technology networks to support the regional offices, where the Mission currently relies upon a communications "backbone" supported by the international forces in Iraq;

(*c*) Other increases mainly relating to the expansion of the Mission's activities in and around the regional offices.

Military and police personnel

165. The resources proposed for military and police personnel amount to $14,513,700, an increase of $370,100 over the approved budget for 2009. Estimates provide for 16 Military Liaison Officers and 223 guards. Increased requirements mainly reflect the increase in the number of Military Liaison Officers from 13 in 2009 to 16 in 2010 and the increase in the rotation schedule for military contingents from 2 in 2009 to 4 in 2010, offset in part by reductions in life and logistical support service costs and lower mission subsistence allowance rates for Military Liaison Officers.

Civilian personnel

166. The approved positions of the Mission, its vacancy situation as at 31 October 2009 and the proposals of the Secretary-General for 2010 are summarized in the following table.

	Positions	*Level*
Approved positions for 2009	1 053	1 USG, 2 ASG, 3 D-2, 8 D-1, 20 P-5, 71 P-4, 88 P-3, 24 P-2, 239 FS, 1 GS (PL), 2 GS (OL), 97 NO, 497 LL
Vacancies as at 31 October 2009	288	1 ASG, 2 D-2, 3 D-1, 12 P-5, 30 P-4, 50 P-3, 12 P-2, 38 FS, 41 NO, 99 LL
Proposed positions for 2010	1 051	1 USG, 2 ASG, 3 D-2, 8 D-1, 20 P-5, 71 P-4, 87 P-3, 24 P-2, 241 FS, 97 NO, 497 LL
New positions	—	
Abolition	2	1 P-3, 1 GS
Redeployments	32	2 D-1, 2 P-5, 2 P-4, 2 P-3, 1 P-2, 4 FS, 3 NO, 16 LL
Reclassification	2	2 GS (OL) to FS

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS (PL), General Service (Principal level); GS (OL), General Service (Other level); NO, National Officer; LL, Local level.

167. Civilian personnel requirements amounting to $68,699,400 provide for a staffing component of 1,051 (457 international and 594 national), or a net reduction of 2 international staff. Changes in the staffing establishment for individual substantive and administrative offices are described in paragraphs 25 to 68 of the report of the Secretary-General. Table 3 of the report shows staffing requirements by location. Redeployments are shown in annex II to the report. Upon enquiry, the Advisory Committee was informed that the Assistant Secretary-General post for the Deputy Special Representative for Development and Humanitarian Support was filled effective 1 November 2009. The Advisory Committee notes that the current vacancy rate stands at approximately 27 per cent.

168. The estimates for civilian personnel represent a decrease of $12,195,400. This is mainly due to the transfer of the provision for logistical and life support services for international staff from civilian personnel costs to operational costs and savings related to the payment of mission subsistence allowance, which is no longer applicable as the result of the harmonization of conditions of service, as well as the application of a lower vacancy factor for national staff for 2010 (20 per cent) as compared with 2009 (35 per cent) on the basis of actual recruitment experience in 2009.

169. International staff are now assigned mainly to either Kuwait City or Amman. When they are required to work in Iraq they are officially on travel status and receive a reduced level of daily subsistence allowance (plus life support provided by the Organization). As a result, expenditures totalling $1.7 million have been moved from civilian personnel costs to operational costs under official travel.

170. The Advisory Committee notes that it is proposed to reclassify the existing P-4 Gender Adviser position to the P-3 level and to exchange the existing position of Area Coordinator (P-3) in Ramadi with the Gender Adviser position. In response to its enquiry concerning the reasons for the downward reclassification, the Advisory Committee was informed that, upon review, it was determined that the position should remain at the P-4 level. Consequently, the proposed redeployment of the P-4 position to the Humanitarian and Development Office to accommodate functions of an Area Coordinator in Ramadi will not take place.

171. **The Advisory Committee recommends approval of the Secretary-General's staffing proposals for UNAMI for 2010, including the retention of the Gender Adviser at the P-4 level (see para. 170 above).**

Operational costs

172. The following table provides a breakdown of the projected expenditures under operational costs for the period from 1 January 2008 to 31 December 2009, allowing for a comparison between the proposed requirements for 2010 and the approved resources for 2009.

(Thousands of United States dollars)

	1 January 2008 to 31 December 2009			*Requirements for 2010*		*Variance analysis 2009-2010*	
Category of expenditure	*Appropriation* (1)	*Estimated expenditures* (2)	*Estimated unencumbered balance* (3)=(1)-(2)	Total (4)	*Non-recurrent* (5)	*Approved budget 2009* (6)	*Variance* (7)=(4)-(6)
Consultants and experts	679.0	990.3	(311.3)	584.0	—	518.5	65.5
Official travel	4 426.6	5 855.0	(1 428.4)	3 678.0	—	1 143.3	2 534.8
Facilities and infrastructure	24 450.4	20 797.3	3 653.1	17 122.9	4 770.5	17 452.1	(329.2)
Ground transportation	17 240.1	14 909.0	2 331.1	2 939.8	1 269.6	2 530.7	409.1
Air operations	21 817.3	17 646.7	4 170.6	23 037.5	83.5	18 761.4	4 276.1
Communications	11 352.5	13 968.2	(2 615.7)	7 683.7	3 887.5	6 312.9	1 370.8
Information technology	5 562.8	6 374.4	(811.6)	5 667.0	4 308.7	3 291.2	2 375.8
Medical	1 011.3	878.7	132.6	999.3	196.5	656.3	343.0
Special equipment	129.6	30.0	99.6	90.0	90.0	88.4	1.6
Other supplies, services and equipment	4 725.4	5 901.9	(1 176.5)	13 974.0	171.2	3 138.6	10 835.4
Total	**91 395.0**	**87 351.5**	**4 043.5**	**75 776.2**	**14 777.5**	**53 893.4**	**21 882.9**

173. The resources proposed for 2010 under operational costs amount to $75,776,200, an increase of $21,882,900 in comparison with the approved budget for 2009. Increased requirements are mainly reflected under:

(*a*) Other supplies, services and equipment (increase of $10,835,400), mainly relating to the transfer of logistical and life support service costs for civilian personnel under this heading;

(*b*) Air operations (increase of $4,276,100), relating to a projected increase in the usage of helicopters;

(*c*) Official travel (increase of $2,534,800), relating to the inclusion of a daily subsistence allowance provision, which was previously covered under the mission subsistence budget line under civilian personnel;

(*d*) Information technology (increase of $2,375,800) and communications (increase of $1,370,800), due to replacement of information technology equipment that has become obsolete, as well as additional requirements for information technology and communications equipment relating to the planned expansion of operations in Iraq, Amman and the liaison office in Tehran.

174. The proposed resources for air operations ($23,037,500) include annual rental and operating costs for one fixed-wing aircraft ($5,665,000), as well as rental and operating costs of two commercially contracted helicopters at some $3,220 per flight hour for a total of 1,200 hours ($16,279,000). Upon enquiry concerning the timeline for the deployment of the two helicopters, the Advisory Committee was informed that the contract terms were under review by the Procurement Division and the vendor and that deployment was foreseen for four to six months after signature of the contract. **In view of the high per-hour cost, the Advisory Committee urges judicious use of the Mission's helicopters.**

VI. Status of the planned construction project for an integrated headquarters compound in Baghdad

175. An update of the status of the planned construction project is provided in paragraphs 117 to 128 of the report of the Secretary-General (ibid.). As indicated in paragraph 121 of the report, following a review of the planning assumptions, it has been determined that the best approach would be to build an integrated compound that includes a single hardened structure for common areas and a series of smaller "pre-engineered buildings" for office and living accommodation. The Advisory Committee was informed, upon enquiry, that pre-engineered buildings are reinforced structures which are built on site from prefabricated sections or parts. Steps are currently under way to identify an architectural consultancy firm for the design phase of the project. Completed bids were received on 19 November 2009. An analysis of the technical and financial aspects of the bids is under way, with final contracts to be signed by 31 January 2010. It is anticipated that the design phase will take 120 days, for completion by mid-June 2010. Overall, the project is expected to be completed within the 34-month original timeline as set out in document A/62/828. However, delays in commencing the design phase, as described in paragraphs 118 to 121 of the report of the Secretary-General (ibid.), will mean that the construction completion date will be revised from October 2010 to mid-2012. **The Advisory Committee is concerned that the timeline described by the Secretary-General may not be realistic.**

176. The Advisory Committee was informed that, until the design phase has been completed, it is not possible to give any estimates beyond those that were provided in the report to the General Assembly at its sixty-second session (A/62/828). **The Advisory Committee points out that the estimates provided in document A/62/828 were themselves based on a staff accommodation project which had been implemented by another international organization in the international zone more than two years before the issuance of that report (ibid., para. 36). The Advisory Committee understands that, as indicated in paragraph 118 of the report of the Secretary-General (A/64/349/Add.5), developments in Iraq have led to delays in the submission of the detailed proposal recommended by the Advisory Committee (see A/63/601, para. 25) and requested by the General Assembly in section X of its resolution 63/263 of 24 December 2008. Nevertheless, the Advisory Committee believes that an effort should have been made to update the estimated costs for the project, which are now more than four years old. The Advisory Committee expects that the comprehensive report to be submitted to the General Assembly at the resumed sixty-fourth session (see A/64/349/Add.5, para. 127) will provide detailed comprehensive financial requirements and clear timelines for the different phases of implementation, as requested by the Assembly in the above-mentioned resolution.**

177. Upon enquiry, the Advisory Committee was informed that the staff strength underlying the planning assumptions for the development of facilities in Baghdad was as follows:

(*a*) Living and working accommodation for 229 international staff, including staff of UNAMI and the specialized agencies, funds and programmes;

(*b*) Working accommodation for a further 150 national staff;

(*c*) Living and working accommodation for 50 members of a United Nations Guard Force (a contingent from a troop-contributing country or personnel of a commercial security support contract);

(*d*) Living and working accommodation for 50 contractual support staff.

This differs from the original proposal submitted in document A/62/828, which assumed requirements for living and working accommodation for 165 international staff, 150 national staff and 60 contractual staff.

178. As indicated in the report of the Secretary-General (ibid., para. 124), in response to concerns expressed by the General Assembly on issues of proper management and oversight, a High-level Advisory Group has been set up consisting of the Special Representative of the Secretary-General for Iraq, the Under-Secretaries-General for Political Affairs, Safety and Security and Field Support, as well as the Controller and the Assistant Secretaries-General for Central Support Services and Legal Affairs. The Secretary-General indicates that the group serves as the principal interdepartmental committee to provide oversight, support and guidance to the project managers of the construction project and that it is also reviewing the lessons learned from other United Nations projects. In addition, steps are being taken to recruit a dedicated project manager at the P-5 level. **While the Advisory Committee considers these developments positive, it believes they fall short of what is required in terms of oversight of this complex construction project. It is not clear, for example, what the real level of responsibility of the Advisory Group will be. Nor have the reporting lines within the Mission been elaborated. Furthermore, the role of the Office of Central Support Services is unclear. More generally, the Advisory Committee believes that there should be at Headquarters a single locus of competence for the support and supervision of complex construction projects worldwide. In this connection, the Advisory Committee recalls its observation that there is a need to clarify further the central leadership role of the Office of Central Support Services in ensuring an Organization-wide perspective on the needs and priorities relating to construction, major maintenance and the overall management of United Nations facilities (see para. 5 of document A/64/7/Add.11 in the present supplement). The Advisory Committee expects that these issues will be addressed in the comprehensive report to be provided to the General Assembly at its resumed sixty-fourth session. The results of the review by the High-level Advisory Group of lessons learned from other United Nations construction projects should also be reflected in the report.**

179. The Government of Iraq has committed in writing to provide funding in the amount of $25 million from its 2009 budget as a contribution towards the building of the new UNAMI headquarters. The transfer of funds to the trust fund established for the purpose is still pending (see A/64/349/Add.5, para. 126). The Advisory Committee was informed that UNAMI is currently working with the Government of Iraq to ensure that the funds are deposited into the trust fund.

180. As indicated in paragraph 128 of the report, no obligations have been made in 2009 against the commitment authority of up to $5 million for UNAMI approved by the General Assembly in resolution 63/263. The Secretary-General proposes that a similar commitment authority be provided for the biennium 2010–2011. **The Advisory Committee concurs with the Secretary-General's proposal and recommends that the General Assembly approve a commitment authority of up to $5 million.**

VII. Recommendation

181. **With regard to the proposal of the Secretary-General for action to be taken by the General Assembly, as set out in paragraph 81 of his report (A/64/349), the Advisory Committee recommends as follows:**

(*a*) **With regard to the 27 special political missions listed in table 1 of document A/63/346 for the period up to 31 December 2009, that the General Assembly approve the resources requested by the Secretary-General, subject to its observations and recommendations as set out above. The Advisory Committee requests that the adjusted amount be provided to the Assembly at the time of its consideration of the Secretary-General's proposals;**

(*b*) **That the General Assembly approve a charge, in the adjusted amount referred to in subparagraph (*a*) above, against the provision for special political missions in section 3 (Political affairs) of the proposed programme budget for the biennium 2010–2011;**

(*c*) **That the General Assembly approve commitment authority for UNAMI in an amount of up to $5 million under section 33 (Construction, alteration, improvement and major maintenance) of the proposed programme budget for the biennium 2010–2011, to undertake design work in connection with the construction of the United Nations integrated compound in Baghdad.**

Notes

[1] S/2009/128.

[2] S/PRST/2009/5.

[3] S/2009/309.

[4] Funded under a 50/50 cost-sharing arrangement with the United Nations Development Programme.

[5] The existing D-2 position will be used for the Deputy Special Representative.

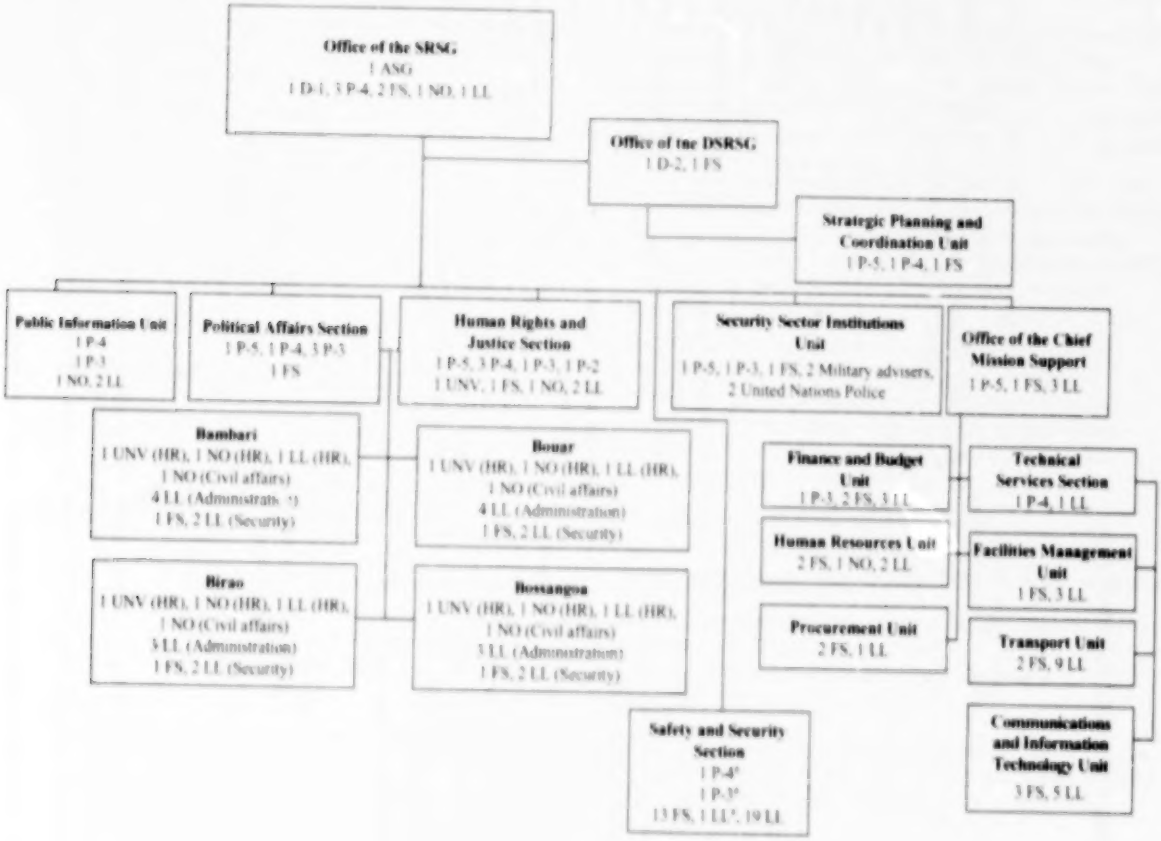
[6] S/2009/553, para. 58.

[7] S/2009/585.

Annex I

United Nations Integrated Peacebuilding Office in the Central African Republic

Proposed organizational chart: 2010


Office of the SRSG
1 ASG
1 D-1, 3 P-4, 2 FS, 1 NO, 1 LL
Office of the DSRSG
1 D-2, 1 FS
Strategic Planning and Coordination Unit
1 P-5, 1 P-4, 1 FS
Public Information Unit
1 P-4
1 P-3
1 NO, 2 LL
Political Affairs Section
1 P-5, 1 P-4, 3 P-3
1 FS
Human Rights and Justice Section
1 P-5, 3 P-4, 1 P-3, 1 P-2
1 UNV, 1 FS, 1 NO, 2 LL
Security Sector Institutions Unit
1 P-5, 1 P-3, 1 FS, 2 Military advisers, 2 United Nations Police
Office of the Chief Mission Support
1 P-5, 1 FS, 3 LL
Bambari
1 UNV (HR), 1 NO (HR), 1 LL (HR), 1 NO (Civil affairs), 4 LL (Administration), 1 FS, 2 LL (Security)
Bouar
1 UNV (HR), 1 NO (HR), 1 LL (HR), 1 NO (Civil affairs), 4 LL (Administration), 1 FS, 2 LL (Security)
Birao
1 UNV (HR), 1 NO (HR), 1 LL (HR), 1 NO (Civil affairs), 3 LL (Administration), 1 FS, 2 LL (Security)
Bossangoa
1 UNV (HR), 1 NO (HR), 1 LL (HR), 1 NO (Civil affairs), 3 LL (Administration), 1 FS, 2 LL (Security)
Finance and Budget Unit
1 P-3, 2 FS, 3 LL
Human Resources Unit
2 FS, 1 NO, 2 LL
Procurement Unit
2 FS, 1 LL
Technical Services Section
1 P-4, 1 LL
Facilities Management Unit
1 FS, 3 LL
Transport Unit
2 FS, 9 LL
Communications and Information Technology Unit
3 FS, 5 LL
Safety and Security Section
1 P-4*
1 P-3*
13 FS, 1 LL*, 19 LL

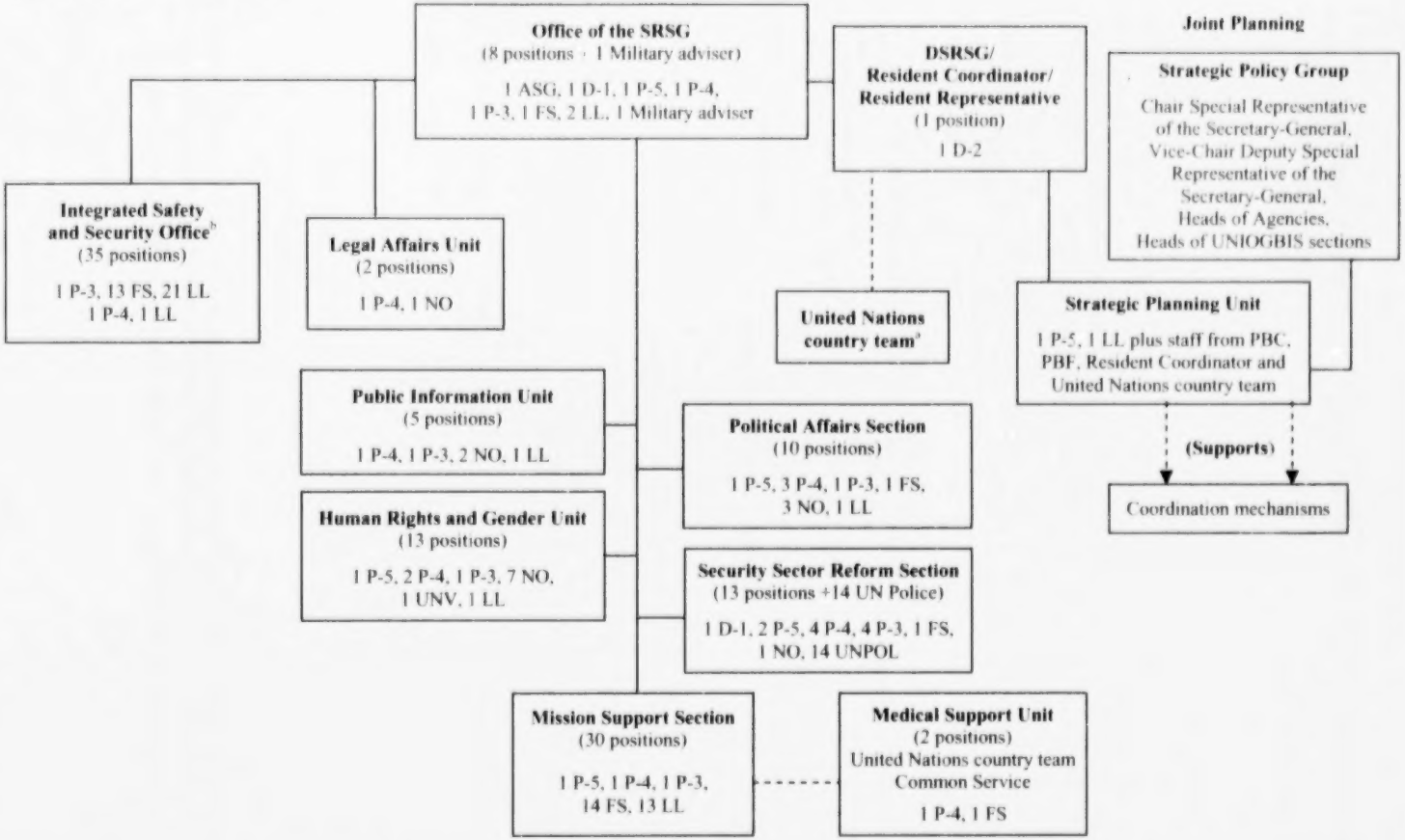
Abbreviations: ASG = Assistant Secretary-General; DSRSG = Deputy Special Representative of the Secretary-General; FS = Field Service; HR = human rights; LL = Local level; NO = National Officer; SRSG = Special Representative of the Secretary-General; UNV = United Nations Volunteer.

[*] Posts of the Department of Safety and Security administered under contract with the United Nations Development Programme.

Annex II

United Nations Integrated Peacebuilding Office in Guinea-Bissau

Proposed organizational chart: 2010


Office of the SRSG
(8 positions + 1 Military adviser)
1 ASG, 1 D-1, 1 P-5, 1 P-4,
1 P-3, 1 FS, 2 LL, 1 Military adviser
DSRSG/
Resident Coordinator/
Resident Representative
(1 position)
1 D-2
Joint Planning
Strategic Policy Group
Chair Special Representative of the Secretary-General,
Vice-Chair Deputy Special Representative of the Secretary-General,
Heads of Agencies,
Heads of UNIOGBIS sections
Integrated Safety and Security Office[b]
(35 positions)
1 P-3, 13 FS, 21 LL
1 P-4, 1 LL
Legal Affairs Unit
(2 positions)
1 P-4, 1 NO
United Nations country team[a]
Strategic Planning Unit
1 P-5, 1 LL plus staff from PBC, PBF, Resident Coordinator and United Nations country team
Public Information Unit
(5 positions)
1 P-4, 1 P-3, 2 NO, 1 LL
Political Affairs Section
(10 positions)
1 P-5, 3 P-4, 1 P-3, 1 FS,
3 NO, 1 LL
(Supports)
Coordination mechanisms
Human Rights and Gender Unit
(13 positions)
1 P-5, 2 P-4, 1 P-3, 7 NO,
1 UNV, 1 LL
Security Sector Reform Section
(13 positions +14 UN Police)
1 D-1, 2 P-5, 4 P-4, 4 P-3, 1 FS,
1 NO, 14 UNPOL
Mission Support Section
(30 positions)
1 P-5, 1 P-4, 1 P-3,
14 FS, 13 LL
Medical Support Unit
(2 positions)
United Nations country team
Common Service
1 P-4, 1 FS

Abbreviations: ASG = Assistant Secretary-General; D = Director; DSRSG = Deputy Special Representative of the Secretary-General; FS = Field Service; LL = Local level; NO = National Officer; SRSG = Special Representative of the Secretary-General; UNV = United Nations Volunteer.

[a] The United Nations country team is not part of the integrated office structure but is linked to it through the Deputy Special Representative of the Secretary-General/Resident Coordinator/Resident Representative.

[b] 2 posts (1 P-4 and 1 FS) in the Integrated Safety and Security Office are funded by the Department of Safety and Security.

Annex III

Comprehensive matrix of the activities of the United Nations Regional Centre for Preventive Diplomacy for Central Asia and its partners in the areas of drugs, human rights, water, terrorism and political engagement

Priority area (programme of action 2008–11)	*United Nations partners*	*Programmes and activities of United Nations partners*
Environmental degradation and management of common resources such as water and energy	UNDP	The United Nations Development Programme (UNDP) provides assistance for capacity-building, advice, and technical implementation of projects at the national level with regard to infrastructure, monitoring and planning and management in the area of natural resources management
	ECE/ESCAP	The environment and security initiative of UNDP, the United Nations Environment Programme, the Organization for Security and Cooperation in Europe (OSCE), the North Atlantic Treaty Organization and the Economic Commission for Europe (ECE) provides technical advice and assistance to countries in addressing the impact of environmental degradation
		Under the United Nations Special Programme for Economies of Central Asia, supported by ECE and the Economic and Social Commission for Asia and the Pacific (ESCAP), State officials and country specialists participate in working groups on gender and the economy, ICT for development, statistics, water and energy, trade, transport and border crossings
	World Bank	The World Bank provides financing, technical advice, expertise and assistance in developing infrastructure projects and management capacities in the areas of water, energy and natural resources management
	Food and Agriculture Organization of the United Nations	The Food and Agriculture Organization of the United Nations in its response to addressing the subject of food security in Central Asia, provides advice, technical guidance and aid with regard to national management of water and land resources
	OSCE	OSCE supports national-level training, capacity-building and provision of legal expertise as part of its economic and environmental activities to support countries in managing, developing and protecting natural resources
	EU	The European Union (EU), as part of its EU-Central Asia environmental dialogue, works with countries to foster environmental protection measures and provide technical support to implementation, inter alia, of the Kyoto Protocol and the Framework Convention for the Protection of the Marine Environment of the Caspian Sea
	Eurasian Economic Community	Eurasian Economic Community is working on establishing a common energy market and exploring the more efficient use of water in Central Asia
Cross-border threats from illicit activities: terrorism, organized crime and drug trafficking	UNODC/Central Asian Regional Information and Coordination Centre	The United Nations Office on Drugs and Crime (UNODC) provides support to the Central Asian Regional Information and Coordination Centre, an intergovernmental body established in Almaty, Kazakhstan. The Centre works with law enforcement agencies in the region to facilitate information exchange and analysis and improve operational effectiveness in countering drug trafficking

Priority area (programme of action 2008–11)	*United Nations partners*	*Programmes and activities of United Nations partners*
	United Nations Counter-Terrorism Implementation Task Force	The United Nations Counter-Terrorism Implementation Task Force secretariat was established within the Department of Political Affairs to catalyse and mobilize counter-terrorism efforts of various entities of the United Nations system in order to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy (see General Assembly resolution 60/288)
	Central Asia Drug Action Programme	The Central Asia Drug Action Programme assists Governments of the region to address the so-called northern route for the transit of drugs from Afghanistan through the Tajikistan, Turkmenistan, Uzbekistan Kyrgyzstan and Kazakhstan to markets in the Russian Federation and in countries members of EU. The multi-year programme is implemented by UNDP and provides technical support and capacity-building in each country
	Border Management Programme in Central Asia	The Border Management Programme in Central Asia, funded by EU, supports the five countries of Central Asia in enhancing border security and facilitating legal trade and transit. The multi-year programme is implemented by UNDP
	Shanghai Cooperation Organization	The Shanghai Cooperation Organization primarily focuses on the security-related concerns of its member States, including terrorism, separatism and extremism. It seeks to provide a common platform for action among its member States and has organized joint military exercises
	Commonwealth of Independent States	The Commonwealth of Independent States provides a common platform for discussions and joint action by member States on issues including defence, law enforcement and security
	Collective Security Treaty Organization	The Collective Security Treaty Organization provides for joint discussions among member States, the development of cooperation mechanisms in the area of mutual defence and technical and strategic exercises among military structures
	OSCE	OSCE, under its "politico-military" dimension, seeks to enhance military security of member States by promoting greater openness, transparency and cooperation
Addressing issues arising from the situation of Afghanistan in the countries of Central Asia	UNAMA	The United Nations Assistance Mission in Afghanistan (UNAMA): the Regional Centre maintains close contact with the UNAMA to ensure a comprehensive and integrated analysis of the situation in the region
Capacity-building for preventive diplomacy and addressing related regional challenges	UNITAR/United Nations System Staff College	The United Nations Institute for Training and Research (UNITAR) and the United Nations System Staff College provide expertise, educational materials, and curricula in assisting the Regional Centre to undertake training, capacity-building and knowledge building activities for representatives of the Central Asian countries
	OHCHR	The Office of the United Nations High Commissioner for Human Rights (OHCHR) office in Bishkek provides assistance to countries in meeting their obligations under the international human rights conventions to which they have acceded

Annex IV

Additional positions, redeployments and reclassifications proposed for the United Nations Assistance Mission in Afghanistan for 2010[a]

Approved staffing 2009: 2,023 positions (425 international, 1,539 national, 59 United Nations Volunteers)

Staffing proposed for 2010: 2,841 (571 international, 2,189 national, 81 United Nations Volunteers)

Reflects an increase of 818 additional positions (146 international, 650 national and 22 United Nations Volunteers), as follows:

A. Office of the Special Representative of the Secretary-General for Afghanistan

1. **Immediate Office of the Special Representative of the Secretary-General for Afghanistan:** 7 current positions: 1 USG, 1 P-5, 1 P-4, 1 GS (PL), 1 GS (OL), 2 Local level

   Conversion proposed:

   1 General Service (Principal level) and 1 General Service (Other level) to the Field Service category (para. 36)

2. **Human Rights Unit:** 22 current positions: 1 D-1, 2 P-5, 4 P-4, 3 P-3, 4 National Officer, 7 Local level, 1 United Nations Volunteer

   7 additional positions proposed:

   Human Rights Officer/Protection of Civilians (P-5) (para. 49)

   Human Rights Officer (P-4) (para. 50)

   Human Rights National Officer (National Officer) (para. 51)

   Administrative Officer (Field Service) (para. 54)

   Human Rights/Elections National Officer (National Officer) (para. 53)

   Human Rights/Elections Assistant (Local level) (2 positions) (para. 53)

   Redeployment proposed:

   Human Rights Officer (P-4) to the newly established Child Protection Unit (Pillar II) (para. 55)

3. **Strategic Communications and Spokesperson Unit:** 22 current positions: 1 D-1, 1 P-5, 2 P-4, 5 P-3, 1 General Service (Other-level), 5 National Officer, 7 Local level

   Conversion proposed:

   1 General Service (Other level) to the Field Service category (para. 58)

   7 additional positions proposed:

   National Public Information Officer (Pashto) (National Officer) (para. 57 (*a*))

   Administrative/Public Information Assistant (Local level) (para. 57 (*b*))

   Senior Publications/Press Assistant (Local level) (para. 57 (*c*))

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[a] Paragraph numbers in the present annex refer to those in document A/64/349/Add.4.

Senior Cameraman (Local level) (para. 57 (*d*))

Senior Photographer (Local level) (para. 57 (*e*))

Clerk/Public Information Office Manager (Local level) (2 positions) (para. 57 (*f*))

4. **Analysis and Planning Unit:** 19 current positions: 1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 3 National Officer, 7 Local level

2 additional positions proposed:

Coordination Officer (P-4) (para. 63 (*a*))

Associate Political Affairs Officer (P-2) (para. 63 (*b*))

5. **Security Section:** 202 current positions: 1 P-5, 2 P-4, 6 P-3, 5 P-2, 36 Field Service, 150 Local level, 2 United Nations Volunteers

43 additional positions proposed:

Principal Security Adviser (D-1) (para. 68)

Deputy Chief Security Officer (P-4) (para. 72)

Information Analyst (Security Information and Operations Centre) (P-3) (para. 73)

Security Officer (Security Information and Operations System) (P-2) (para. 75)

Security Assistant (Security Information and Operations Centre) (Field Service) (para. 76 (*a*))

Security Assistant for Logistics, Finance and Budget (Field Service) (para. 76 (*b*))

Security Officer/Special Investigations Unit (Field Service) (para. 76 (*c*))

Security Officer, Headquarters in Kabul (Field Service) (2 positions) (para. 76 (*d*))

Firearms Training Officer (Field Service) (para. 76 (*e*))

Personal Protection Officer (Field Service) (10 positions) (para. 76 (*f*))

Personal Protection Team Leader (Field Service) (2 positions) (para. 76 (*f*))

Security Guard (Local level) (21 positions) (para. 77)

Reclassification proposed:

Chief Security Officer, from P-4 to P-5 level (para. 71)

B. Office of the Deputy Special Representative of the Secretary-General/(Political Affairs, Pillar I)

1. **Immediate Office of the Deputy Special Representative of the Secretary-General (Political Affairs):** 7 current positions: 1 ASG, 2 P-4, 1 P-3, 1 P-2, 1 General Service (Other-level), 1 Local level

Conversion proposed:

1 General Service (Other-level) to the Field Service category (para. 79)

2. **Political Affairs Division (including the Liaison Offices of the United Nations Assistance Mission in Afghanistan in Islamabad and Tehran):** 36 current positions: 1 D-2, 1 D-1, 2 P-5, 6 P-4, 4 P-3, 1 General Service (Other level), 8 National Officer, 11 Local level, 2 United Nations Volunteers

5 additional positions proposed:

Political Affairs Officer for Regional Cooperation (P-3) (para. 81)

Political Affairs Officer for the Disbandment of Illegal Armed Groups and the Policy Action Group (P-3) (para. 83)

Political Affairs/Report Writing Officer (P-3) (para. 84)

National Political Affairs Officer (National Officer) (para. 85)

Administrative Assistant (Local level) (para. 86)

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 87)

3. **Governance, Rule of Law, Police Reform and Counter-Narcotics Division** (new)

3 additional positions proposed:

Special Assistant to the Director (P-3) (para. 91)

National Political Affairs Officer (National Officer) (para. 92)

Administrative/Translation Assistant (Local level) (para. 93)

Redeployment proposed:

Director, Governance, Rule of Law, Police Reform and Counter-Narcotics Division (D-2), from Counter-Narcotics Unit (Pillar II) (para. 89)

4. **Governance Unit:** 6 current positions: 1 P-5, 3 P-4, 1 P-3, 1 National Officer

4 additional positions proposed:

National Governance Officer (National Officer) (2 positions) (para. 95 (*a*))

Governance Assistants (Local level) (2 positions) (para. 95 (*b*))

5. **Rule of Law Unit:** 15 current positions: 1 D-1, 1 P-5, 7 P-4, 2 National Officer, 4 Local level

3 additional positions proposed:

Judicial Affairs Officer (P-3) (2 positions) (para. 99)

Rule of Law National Officer (National Officer) (para. 101)

6. **Civilian Police Advisory Unit:** 2 current positions: 1 P-5, 1 Local level

1 additional position proposed:

Coordination Officer (P-4) (para. 104)

7. **Counter-Narcotics Unit:** 5 current positions: 1 D-2, 1 P-4, 1 P-3, 1 National Officer, 1 Local level

Redeployment proposed:

D-2 to the Governance, Rule of Law, Police Reform and Counter-Narcotics Division (para. 106)

8. **Election Support Unit:** 9 current positions: 1 P-5, 2 P-4, 2 P-3, 1 P-2, 2 National Officer, 1 Local level

4 additional positions proposed:

Reporting and Monitoring Officer (P-2) (para. 108 (*a*))

National Political Affairs Officer (National Officer) (para. 108 (*b*))

Administrative Assistant (Local level) (2 positions) (para. 108 (*c*))

C. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (Pillar II)

1. **Immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator):** 5 current positions: 1 ASG, 2 P-4, 1 General Service (Other level), 1 Local level

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 114)

2. **Special Adviser on Development:** 4 current positions: 1 D-2, 1 P-3, 1 General Service (Other level), 1 Local level

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 116)

3. **Afghanistan National Development Strategy Support Unit:** 10 current positions: 1 D-1, 1 P-5, 2 P-4, 1 P-2, 1 Field Service, 1 General Service (Other level), 2 National Officer, 1 Local level

6 additional positions proposed:

Coordination Officer (P-3) (para. 118)

Coordination Officer (P-4) (para. 120 (*a*))

Coordination Officer (P-3) (para. 120 (*b*))

National Coordination Officer (National Officer) (3 positions) (para. 121)

Conversion proposed:

1 General Service (Other-level) to the Field Service category (para. 122)

4. **Gender Unit:** 3 current positions: 1 P-4, 1 P-2, 1 National Officer

2 additional positions proposed:

Gender Assistant (Local level) (para. 125)

Gender Assistant (United Nations Volunteer) (para. 125)

5. **Donor Coordination and Aid Effectiveness Unit:** 4 current positions: 1 P-5, 1 P-4, 1 P-2, 1 Local level

11 additional positions proposed:

Development Coordination Officer (P-4) (5 positions) (para. 129)

Development Coordination Officer (P-4) (3 positions) (para. 130)

Development Coordination Officer (P-4) (para. 132)

Administrative Officer (Field Service) (para. 133)

Administrative Assistant (Local level) (para. 133)

6. **Resident Coordinator/United Nations Country Team Unit:** 6 current positions: 1 P-5, 2 P-3, 1 National Officer, 2 Local level

Redeployment proposed:

1 P-3, 1 P-2, 1 National Officer from Humanitarian Affairs Unit (para. 135)

Reclassifications proposed:

Deputy Head of Office (P-3) to the P-4 level (para. 137)

Coordination Officer (P-2) to the P-3 level (para. 138)

7. **Humanitarian Affairs Unit:** 10 current positions: 1 P-4, 2 P-3, 2 P-2, 3 National Officer, 2 Local level

Redeployment proposed:

1 P-3, 1 P-2, 1 National Officer to Resident Coordinator/United Nations Country Team Unit (para. 140)

8. **Child Protection Unit** (new)

Redeployment proposed:

1 P-4 from Human Rights Unit (Pillar I) (para. 145)

3 additional positions proposed:

Training and Mainstreaming Child Protection Officer (P-3) (para. 146 (*a*))

Training and Mainstreaming Assistant (National Officer) (para. 146 (*b*))

Assistant for Interpretation and Monitoring (National Officer) (para. 146 (*c*))

D. Office of the Chief of Staff

1. **Direct Office of the Chief of Staff:** 6 current positions: 1 D-2, 1 P-3, 1 General Service (Other level), 3 Local level

1 additional position proposed:

Administrative Assistant (Field Service) (para. 148)

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 148)

2. **Conduct and Discipline Unit:** 3 current positions: 1 P-4, 1 P-2, 1 National Officer

Reclassification proposed:

Unit Chief (P-4) to the P-5 level (para. 151)

3. **Language Unit:** 11 current positions: 1 P-4, 9 National Officer, 1 Local level

1 additional position proposed:

National Language Officer (National Officer) (para. 154)

4. **Legal Affairs Unit:** 6 current positions: 1 P-5, 1 P-4, 1 P-3, 1 General Service (Other level), 1 National Officer, 1 Local level

1 additional position proposed:

Legal Officer (P-3) (para. 156)

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 157)

5. **Field Support Coordination Unit:** 5 current positions: 1 P-5, 1 P-4, 1 P-3, 2 Local level

1 additional position proposed:

Administrative Officer (P-3) (para. 159)

6. **Resident Auditor Unit:** 5 current positions: 1 P-4, 1 P-3, 1 General Service (Other level), 1 National Officer, 1 Local level

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 161)

E. Mission Support

1. **Office of the Chief of Mission Support:** 4 current positions: 1 D-1, 1 P-4, 1 General Service (Other level), 1 Local level

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 174)

2. **Budget and Planning Section:** 5 current positions: 1 P-4, 1 P-3, 1 Field Service, 1 National Officer, 1 Local level

Reclassification proposed:

Section Chief (P-4) to the P-5 level (para. 175)

3. **Office of Technical Services:** 6 current positions: 1 P-5, 2 Field Service, 2 Local level, 1 United Nations Volunteer

1 additional position proposed:

Logistics Assistant (Field Service) (para. 179)

Redeployment proposed:

2 Field Service, 1 Local level, 1 United Nations Volunteer to the Supply/Fuel Cell Section (para. 181)

4. **Engineering Section:** 59 current positions: 1 P-4, 1 P-3, 3 Field Service, 2 National Officer, 43 Local level, 9 United Nations Volunteers

2 additional positions proposed:

Engineer/Explosive/Blast Protection Specialist (P-3) (para. 183 (*a*))

Construction Projects Coordinator/Supervisor (Field Service) (para. 183 (*b*))

5. **Communications and Information Technology Section:** 50 current positions: 1 P-4, 10 Field Service, 1 General Service (Other level), 7 National Officer, 28 Local level, 3 United Nations Volunteers

15 additional positions proposed:

Operations Manager (Communications and Information Technology Section) (Field Service) (para. 185 (*a*))

Information Technology Assistant (Field Service) (3 positions) (para. 185 (*b*))

Telephone Billing Assistant (Local level) (para. 185 (*c*))

Asset Management Clerk/Asset Management Unit (Local level) (2 positions) (para. 185 (*d*))

Special Equipment Assistant (Local level) (para. 185 (*e*))

Cabling Assistant (Local level) (para. 185 (*f*))

Service Desk Team Leader (Local level) (para. 185 (*g*))

Archiving Clerk (Local level) (para. 185 (*h*))

Telephone Billing Assistant (United Nations Volunteer) (para. 185 (*i*))

Asset Management Assistant (United Nations Volunteer) (para. 185 (*j*))

Systems Administrator (United Nations Volunteer) (para. 185 (*k*))

Telecommunications Assistant (United Nations Volunteer) (para. 185 (*l*))

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 186)

6. **Supply Fuel Cell Section (former Supply Section):** 9 current positions: 1 P-2, 1 Field Service, 7 Local level

7 additional positions proposed:

Chief of Supply (P-3) (para. 188 (*a*))

Supply Clerk/Handyman (Local level) (3 positions) (para. 188 (*b*))

Fuel Assistant (Local level) (para. 188 (*c*))

Warehouse Assistant (United Nations Volunteer) (para. 188 (*d*))

Fuel Assistant (United Nations Volunteer) (para. 188 (*e*))

Redeployments proposed:

2 Field Service, 1 Local level, 1 United Nations Volunteer from the Office of Technical Services (para. 187)

7. **Surface Transport Section:** 107 current positions: 1 P-4, 5 Field Service, 2 National Officer, 97 Local level, 2 United Nations Volunteers

60 additional positions proposed:

Vehicle Mechanic/Vehicle Workshop (Field Service) (para. 190 (*a*))

Dispatcher/Transport Dispatch Unit (United Nations Volunteer) (2 positions) (para. 190 (*b*))

Driver/Transport Dispatch Unit (Local level) (56 positions) (para. 190 (*c*))

Tire Repairman (Local level) (para. 190 (*d*))

8. **Air Operations/Movement Control Section:** to be discontinued

29 current positions (1 P-4, 1 P-3, 2 Field Service, 4 National Officer, 21 Local level) to be redeployed as follows:

1 P-4, 1 P-3, 2 National Officer, 4 Local level to the newly established Air Operations Section (para. 191 (*a*))

2 Field Service, 2 National Officer, 17 Local level to the newly established Movement Control Section (para. 191 (*b*))

9. **Air Operations Section** (new)

11 additional positions proposed:

Chief/Technical Compliance Quality Assurance Unit (P-3) (para. 195 (*a*))

Chief/Air Operations Centre (Field Service) (para. 195 (*b*))

Ramp Services Supervisor (Field Service) (para. 195 (*c*))

Meteorological Officer (National Officer) (para 195 (*d*))

Air Operations Planning Assistant (Local level) (para 195 (*e*))

Administrative Assistant (Local level) (para. 195 (*f*))

Air Operations Assistant (Local level) (para. 195 (*g*))

Fire Marshall/Aircraft Rescue Manager (United Nations Volunteer) (para. 195 (*h*))

Duty Officer/Air Operations Centre (United Nations Volunteer) (3 positions) (para. 195 (*i*))

Redeployments proposed:

1 P-4, 1 P-3, 2 National Officer, 4 Local level from discontinued Air Operations Section/Movement Control Section (para. 193)

10. **Movement Control Section** (new)

3 additional positions proposed:

Movement Control Officer (Field Service) (para. 197 (*a*))

Movement Control Assistant (Field Service) (para. 197 (*b*))

Movement Control Assistant (United Nations Volunteer) (para. 197 (*c*))

Redeployments proposed:

2 Field Service, 2 National Officer, 17 Local level from the discontinued Air Operations/ Movement Control Section (para. 196)

11. **Geographic Information Section:** 2 current positions: 1 P-3, 1 United Nations Volunteer

3 additional positions proposed:

Associate Geographical Information Officer (P-2) (para. 199 (*a*))

Geographical Information Assistant (Local level) (para. 199 (*b*))

Geographical Information Specialist (United Nations Volunteer) (para. 199 (*c*))

12. **Training Section:** 7 current positions: 1 P-3, 2 National Officer, 2 Local level, 2 United Nations Volunteers

Redeployments proposed:

1 P-3, 2 National Officer, 2 Local level, 2 United Nations Volunteers to the newly restructured Human Resources Section (para. 200)

13. **Human Resources Section (formerly Personnel Section) (including the Travel Unit and the Training Unit):** 18 current positions: 1 P-4, 2 P-3, 4 Field Service, 1 General Service (Other level), 3 National Officer, 6 Local level, 1 United Nations Volunteers

15 additional positions proposed:

Human Resources Officer/Head, Operations Unit (P-4) (para. 212 (*a*))

Human Resources Officer/Head, National Staff Support Unit (P-3) (para. 212 (*b*))

Human Resources Assistant/International Staff Support Unit (Field Service) (2 positions) (para. 212 (*c*))

Human Resources Assistant/Staff Selection/Recruitment Support Unit (Field Service) (2 positions) (para. 212 (*d*))

Human Resources Assistant/National Staff Support Unit (Local level) (4 positions) (para. 212 (*e*))

Training Assistant/Integrated Mission Training Centre (Local level) (2 positions) (para. 212 (*f*))

National Human Resources Officer/Specialist Support Cell (National Officer) (para. 212 (*g*))

Head/Travel Unit (Field Service) (para. 212 (*h*))

Travel Assistant (Local level) (para. 212 (*i*))

Reclassifications proposed:

Head/Integrated Mission Training Unit (P-3) to the P-4 level (para. 204)

Chief/Human Resources Section (P-4) to the P-5 level (para. 207)

Redeployments proposed:

2 Field Service, 3 Local level, 1 United Nations Volunteer from the Travel Unit/General Services Section (para. 203)

1 P-3, 2 National Officer, 2 Local level, 2 United Nations Volunteers from the Training Section (para. 203)

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 213)

14. **Finance Section:** 24 current positions: 1 P-4, 2 P-3, 2 P-2, 1 Field Service, 3 General Service (Other level), 1 National Officer, 12 Local level, 2 United Nations Volunteers

5 additional positions proposed:

Finance Assistant/Payment and Claims Unit (Field Service) (para. 215 (*a*))

Finance Assistant/Cash Unit (Field Service) (para. 215 (*b*))

National Officer/Payroll Unit (National Officer) (para. 215 (*c*))

Accounts Assistant/Accounts Unit (Local level) (para. 215 (*d*))

Senior Assistant/Records Management Unit (Local level) (para. 215 (*e*))

Conversion proposed:

3 General Service (Other level) to the Field Service category (para. 216)

15. **Procurement Section:** 11 current positions: 1 P-4, 1 P-2, 1 Field Service, 2 General Service (Other level), 3 National Officer, 3 Local level

Reclassifications proposed:

Associate Procurement Officer (P-2) to the P-3 level (Chief, Contracts Unit/Procurement Officer) (para. 220)

3 additional positions proposed:

Contracts Assistant/Contracts Unit (Field Service) (para. 222 (*a*))

Chief/Purchasing Unit (Field Service) (para. 222 (*b*))

Purchasing Assistant/Purchasing Unit (Local level) (para. 222 (*c*))

Abolition proposed:

National Officer (para. 222 (*c*))

Conversion proposed:

2 General Service (Other level) to the Field Service category (para. 223)

16. **Medical Services Section:** 20 current positions: 1 P-4, 1 P-3, 3 National Officer, 9 Local level, 6 United Nations Volunteers

1 additional position proposed:

Pharmacists/Medical Logistics Officer/Pharmacy Unit (National Officer) (para. 227)

17. **General Services Section:** 33 current positions: 1 P-4, 1 P-3, 6 Field Service, 1 General Service (Other level), 1 National Officer, 19 Local level, 4 United Nations Volunteers

2 additional positions proposed:

Property Control and Inventory Officer/Property Control and Inventory Unit (Field Service) (para. 231 (*a*))

Property Control and Inventory Assistant/Property Control and Inventory Unit (Local level) (para. 231 (*b*))

Redeployments proposed:

2 Field Service, 3 Local level, 1 United Nations Volunteer to the newly restructured Human Resources Section (para. 232)

Conversion proposed:

1 General Service (Other level) to the Field Service category (para. 233)

18. **Staff Counselling/Welfare Section:** 6 current positions: 1 P-4, 1 P-3, 1 National Officer, 1 Local level, 2 United Nations Volunteers

1 additional position proposed:

Staff Counsellor (P-3) (para. 239)

F. Regional and provincial offices

Approved staffing 2009: 1,175 positions (171 international, 985 National Officer, 19 United Nations Volunteers)[b]

Staffing proposed for 2010: 1,760 (237 international, 1,497 National Officer, 26 United Nations Volunteers)[c]

Reflects an increase of 585 additional positions (66 international, 512 National Officer and 7 United Nations Volunteers), as follows:

1. **Regional offices:** 728 current positions: 1 D-1, 7 P-5, 28 P-4, 32 P-3, 24 P-2, 34 Field Service, 119 National Officer, 468 Local level, 15 United Nations Volunteers

Reclassifications proposed:

7 P-5 to the D-1 level (Head of Regional Office) (para. 248)

104 additional positions proposed:

Human Rights Officer (P-3) (3 positions) (para. 250)

Associate Human Rights Officer (P-2) (para. 250)

Human Rights Assistant (Local level) (2 positions) (para. 251)

Development Coordination Officer (P-4) (4 positions) (para. 252)

Rule of Law Officer (P-4) (4 positions) (para. 253)

National Rule of Law Officer (National Officer) (7 positions) (para. 253)

Rule of Law Assistant (Local level) (5 positions) (para. 253)

Language Assistant/Police Advisory (Local level) (8 positions) (para. 256)

Gender Assistant (Local level) (8 positions) (para. 257)

Medical Officer (National Officer) (8 positions) (para. 258)

General Services Assistants (Local level) (20 positions) (para. 259)

Vehicle Mechanic (United Nations Volunteer) (7 positions) (para. 260)

Security Officer (Field/Security Service) (9 positions) (para. 261)

National Security Assistant (Local level) (8 positions) (para. 262)

Security Driver (Local level) (10 positions) (para. 263)

[b] Including 8 existing regional offices and 15 existing provincial offices.

[c] Including 8 existing regional offices, 15 existing provincial offices and 6 proposed provincial offices.

2. **Provincial offices:** 447 current positions: 15 P-3, 15 P-2, 15 Field Service, 32 National Officer, 366 Local level, 4 United Nations Volunteers

481 additional positions proposed:

Head of Provincial Office (P-4) (21 positions) (para. 273)

Human Rights/Political Affairs Officer (P-3) (10 positions) (para. 275)

Human Rights/Coordination/Civil Affairs Officer (P-2) (8 positions) (para. 276)

Field Security Officer (Field Service) (6 positions) (para. 277)

National Human Rights/Afghanistan National Development Strategy Officer (National Officer) (52 positions) (paras. 278)

Assistant (Local level) (384 positions) (paras. 279 (*a*) through (*g*))

Document A/64/7/Add.14

Fifteenth report

Situation of human rights in Myanmar

Programme budget implications of draft resolution A/C.3/64/L.36

[Original: English]
[11 December 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly (A/C.5/64/9) on the programme budget implications of draft resolution A/C.3/64/L.36, on the situation of human rights in Myanmar.[1]

2. As indicated in paragraph 2 of the statement of the Secretary-General, under the terms of operative paragraph 30 of draft resolution A/C.3/64/L.36, the General Assembly would request the Secretary-General: (*a*) to continue to provide his good offices and to pursue his discussions on the situation of human rights, the transition to democracy and the national reconciliation process with the Government and the people of Myanmar, including democracy and human rights groups and all relevant parties, and to offer technical assistance to the Government in that regard; (*b*) to give all necessary assistance to enable the Special Adviser and the Special Rapporteur to discharge their mandates fully and effectively and in a coordinated manner; and (*c*) to report to the General Assembly at its sixty-fifth session as well as to the Human Rights Council on the progress made in the implementation of the resolution.

3. The activities related to the implementation of the requests are described in paragraphs 4 to 7 of the statement. Paragraphs 8 to 12 contain information on the estimated resource requirements. The Advisory Committee notes that the Secretary-General estimates that the costs of continuing the good offices efforts through his Special Adviser on Myanmar for a one-year period (1 January to 31 December 2010) amount to US$1,281,600 gross ($1,159,100 net).

4. With regard to the request contained in the last part of operative paragraph 30 (*a*) of draft resolution A/C.3/64/L.36, concerning technical assistance, such assistance, if requested, would be accommodated within the technical cooperation activities of the Office of the United Nations High Commissioner for Human Rights. With regard to the request contained in operative paragraph 30 (*b*) of draft resolution A/C.3/64/L.36, pertaining to the Special Rapporteur, the Secretary-General has informed the General Assembly, in his report on the revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its tenth and eleventh sessions (A/64/353), that implementation of the activities called for in Council resolution 10/27 (see A/64/53, chap. II, sect. A) are considered of a "perennial nature" and as such, provision of an estimated $145,000 to implement the activities of the Special Rapporteur has been made under section 23 (Human rights) of the proposed programme budget for the biennium 2010–2011.

5. **Bearing in mind paragraph 11 of the statement of the Secretary-General, the Advisory Committee recommends that the Fifth Committee inform the General Assembly that, should it adopt draft resolution A/C.3/64/L.36, additional requirements of up to $1,281,600 gross ($1,159,100 net) would be required for the period from 1 January to 31 December 2010, under section 3 (Political affairs) of the programme budget for the biennium 2010–2011, for the continuation of the efforts of the good offices of the Secretary-General relating to the situation in Myanmar. Requirements have been included in the report of the**

Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the Assembly and/or the Security Council (A/64/349/Add.1).

Notes

[1] The General Assembly adopted the draft resolution on 24 December 2009 as resolution 64/238.

Document A/64/7/Add.15*

Sixteenth report

Strengthened and unified security management system for the United Nations standardized access control project

[Original: English]
[11 December 2009]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the strengthened and unified security management system for the United Nations, containing revised estimates under sections 3, 5, 7, 17, 18, 20, 21, 27, 28E, 28G, 33, 34 and 36 of the proposed programme budget for the biennium 2010–2011 and under the budget for the International Criminal Tribunal for Rwanda (A/64/532). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. Pursuant to General Assembly resolution 59/294 of 22 June 2005, the Secretary-General submitted two reports (A/60/695 and A/61/566) outlining the proposed scope, concept and revised course of action for standardized access control at all main locations of the Organization.[1] He proposed implementation of the standardized access control project in two phases: the first to ensure compliance with headquarters minimum operating security standards for perimeter protection and electronic access control (PACT I), and the second phase to provide for compliance with those standards with regard to defined layers of security within the perimeter (PACT II). In its resolution 61/263 of 4 April 2007, the Assembly emphasized the need for a comprehensive safety and security policy framework at the United Nations that would provide the basis for threat and risk assessment, cooperation with the host countries, cost-sharing arrangements and operations of the Department of Safety and Security, and requested the Secretary-General to present such a framework to the Assembly at the first part of its resumed sixty-second session.

3. Following the events of 11 December 2007 in Algiers, the Secretary-General appointed an Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide to evaluate and make recommendations on the safety and security of United Nations staff worldwide. The report of the Independent Panel was issued in June 2008. Subsequently, the Secretary-General requested the Department of Safety and Security to conduct a management review with a view to streamlining its security policies and procedures, which was completed in May 2009. Pending the outcome of the review, the Secretary-General decided to issue a preliminary proposed programme budget for the biennium 2010–2011 for section 34 (Safety and security). He further decided to postpone the comprehensive report, and issued an interim report (A/63/605) addressing only those elements of security requiring immediate consideration and that were not likely to be affected by the outcome of the management review. The interim report also provided an update on the status of PACT I and a detailed strategy for PACT II. As noted in the current report of the Secretary-General (A/64/532), the General Assembly has not taken action on the interim report of the Secretary-General (A/63/605) or the related report of the Advisory Committee (A/63/769). The proposed programme budget for the biennium 2010–2011 for section 34 (Safety and security) (A/64/6 (Sect. 34)/Add.1), and the Advisory Committee's related report (document A/64/7/Add.16 in the present supplement) are also before the Assembly.

* Incorporating A/64/7/Add.15/Corr.1 of 17 December 2009.

4. The report currently before the Advisory Committee (A/64/532) provides an update on the status of the implementation of the standardized access control project and revised estimates under the proposed programme budget for the biennium 2010–2011, drawing on the outcome of the report of the Independent Panel and the management review of the Department of Safety and Security. Section II of the report of the Secretary-General (ibid.) updates the revised estimates previously provided in document A/63/605 for the implementation of PACT I and PACT II in the main locations of the United Nations. In section III, the Secretary-General proposes additional security requirements in specific locations.

II. Standardized access control project

5. As indicated in paragraph 34 of the report of the Secretary-General (ibid.), the first phase of the project was aimed at achieving compliance with headquarters minimum operating security standards relating to physical perimeter security through the use of vehicle barriers, electronic access cards, CCTV systems, alarms and intrusion detection systems and integrated central monitoring of access control systems. The second phase would ensure compliance with access control requirements through protection beyond the perimeter layer by incorporating multiple internal layers of protection related to doors, windows, roofs, conference and meeting rooms, critical infrastructure rooms, elevator cars, lobby controls, archival and storage areas and parking garages. The Advisory Committee notes that the second phase includes proposals for an enterprise network which would allow central access to limited real-time and forensic video from the duty stations and interoperability of access cards among offices.

6. The costs related to the implementation and operation of the standardized access control project at Headquarters and offices away from Headquarters include initial investments and one-time costs as well as ongoing operating requirements, distributed among different budget sections. The Advisory Committee notes that the requirements for certain elements are not presented in the current report of the Secretary-General on revised estimates (ibid.) but were incorporated under the relevant sections of the proposed programme budget for the biennium 2010–2011.[2] The resource requirements under the proposed programme budget for the biennium 2010-2011 for the standardized access control project comprise the following cost components:

(*a*) Capital expenditures, proposed as revised estimates under section 33 (Construction, alteration, improvement and major maintenance);

(*b*) Project management resources to monitor construction activities during the implementation phase of the project, proposed as revised estimates under section 34 (Safety and security);

(*c*) Resources for additional information technology staff to support the operation of the standardized access control system, proposed as revised estimates under the relevant budget sections;

(*d*) Resources for additional Security Officers to strengthen capacity in connection with the establishment of round-the-clock control centres and the implementation of entry pass and identification systems at some offices away from Headquarters. These requirements, which were identified in the previous report (A/63/605), are included under section 34 (Safety and security) in document A/64/6 (Sect. 34)/Add.1;

(*e*) Maintenance and support costs, requirements for which are included under section 33 (Construction, alteration, improvement and major maintenance) in document A/64/6 (Sect. 33).

7. The Advisory Committee experienced some difficulties in its consideration of the report of the Secretary-General on revised estimates for the standardized access control project for the biennium 2010–2011. The report gives only a partial picture of the overall costs of the project, since the resource requirements for posts are split between different budget documents, as described above. Moreover, it is difficult to compare the resource requirements with those submitted in the previous report (ibid.), which included resources for additional Security Officers.

The Advisory Committee recognizes that resource requirements related to the access control project fall under different budget sections and that the approach adopted may have been rendered necessary by the particular circumstances surrounding the timing of the submission of the budget proposal for section 34 (Safety and security) (see para. 3 above). However, the Advisory Committee believes that further efforts could have been made to provide a comprehensive picture of the overall implementation and operating costs of the project, for information purposes, along with the revised estimates, in order to facilitate the consideration of the General Assembly of this item. The Advisory Committee notes that, besides the fragmented presentation of the costs of the project, the Secretary-General did not provide an estimate of the future maintenance and support costs of the system, once it is fully implemented (see also para. 19 below).

8. **In its previous report (A/63/769, para. 5), the Advisory Committee had expressed its view that it was important to address the strengthening of security arrangements for the United Nations in an integrated manner. The General Assembly has also emphasized the need for a comprehensive safety and security policy framework at the United Nations (resolution 61/263, para. 5). The Advisory Committee considers that the further development of the access control system should be thought of as an integral part of the safety and security policy framework of the United Nations. In the future, resource requirements for access control should therefore be addressed in the context of the strengthening of the security management system requested by the Assembly in its resolution 61/263.**

9. The costs for the implementation of the standardized access control system at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia (see para. 12 (*c*) below), as well as the additional requirements at other specific locations, are covered under their respective budgets. The Advisory Committee was informed that PACT II requirements for the International Criminal Tribunal for Rwanda, if approved, would be consolidated into its 2010–2011 budget at the time of decision on the initial appropriation.

10. The Advisory Committee notes that the requirements for the United Nations Office at Vienna are to be shared among the four organizations based in Vienna, namely, the United Nations Office at Vienna, the International Atomic Energy Agency, the United Nations Industrial Development Organization and the Comprehensive Nuclear-Test-Ban Treaty Organization.

A. Standardized access control project, first phase (PACT I)

11. In paragraphs 10 to 17 of his report (A/64/532), the Secretary-General provides information on the status of implementation and procurement activities, as well as the actual costs of the first phase of the standardized access control project, which involved a total of 10 locations, including United Nations Headquarters at New York, offices away from Headquarters, the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia. A summary of proposed and actual costs, by location, is provided in table 1 of the report of the Secretary-General.

12. The Advisory Committee notes that procurement exercises were completed successfully in all locations except in the Economic and Social Commission for Western Asia (ESCWA), and that the implementation of PACT I has been completed during the current biennium at all locations except at:

(*a*) The Economic Commission for Africa (ECA), where it is expected to be completed by June 2010;

(*b*) ESCWA, where it was not implemented owing to the absence of qualified bidders. However, both phases of the access control project are to be undertaken as one initiative in the biennium 2010–2011. As indicated by the Secretary-General, the implementation of the full standardized access control project is deemed particularly crucial for ESCWA, as it is the only main duty station with a threat level at security phase II;

(c) The International Tribunal for the Former Yugoslavia, where it was decided not to continue with the project in view of the impending closure of the Tribunal. Consequently no further resources are proposed for either PACT I or PACT II for the International Tribunal for the Former Yugoslavia.

13. In his previous report, the Secretary-General stated that substantial maintenance requirements would begin in 2010 for the first phase (PACT I) and in 2011 for the second phase (PACT II) (see A/63/605, para. 51). Full maintenance costs are applicable in the second year following project completion, as general warranty and guarantee coverage is provided under the construction contract for the first year after implementation.

14. The Secretary-General further indicated that maintenance costs for the project at Headquarters, which was implemented earlier than at other duty stations, in 2006–2007, had already been included in the programme budget for the biennium 2008–2009 under section 32 and formed the basis for the budget for subsequent bienniums. Upon enquiry, the Advisory Committee was informed that maintenance requirements for PACT I were included in the proposed programme budget for the biennium 2010–2011 under section 33 (Construction, alteration, improvement and major maintenance). The amounts are detailed in table 1 below.

Table 1

Maintenance requirements for the first phase of the standardized access control project included in the proposed programme budget for the biennium 2010–2011

(United States dollars)

Location	*Amount*
Geneva	1 709 000
Nairobi	580 000
Economic Commission for Africa	120 000
Economic Commission for Latin America and the Caribbean	660 000
Economic and Social Commission for Asia and the Pacific	190 000
Vienna[a]	51 800
Total	**3 310 800**

[a] Regular budget share is $51,800. Total amount to be shared by the entities in Vienna is $235,900.

B. Standardized access control project, second phase (PACT II)

15. An estimate of the requirements for PACT II for the biennium 2010–2011 is set out in table 5 of the report of the Secretary-General (A/64/532). Additional requirements for 2010–2011 amount to $45.3 million, comprising $40.2 million under the regular budget, $3.2 million for the Vienna-based organizations, to be funded on a cost-sharing basis, and $1.9 million for the International Criminal Tribunal for Rwanda. The overall amount of $45.3 million would provide for implementation of PACT I and PACT II at ESCWA, and PACT II security enhancements at the remaining duty stations, except the International Tribunal for the Former Yugoslavia, for which no resources are proposed (see para. 12 (c) above).

16. A synopsis of the security enhancement projects related to the second phase of the access control project, by duty station, is provided in table 2 of the report of the Secretary-General. The enhancements are mainly related to intrusion detection, video surveillance, access control and infrastructure improvements. The Advisory Committee notes from paragraph 22 of the report that, in addition to the security enhancements set out in table 2, the Secretary-General envisages a global security infrastructure project for the implementation of a wide-area network and a standard security operating system, which would allow connectivity of video and access authorizations between Headquarters and other major duty stations. The project would be implemented by the

PACT team in cooperation with the Office of Information and Communications Technology. Table 3 of the report of the Secretary-General provides a summary of PACT II capital requirements for the biennium 2010–2011 by location and type of expenditure. The Advisory Committee notes that overall capital expenditures are estimated at some $39.8 million, including $10.1 million for the global security network.

17. Table 5 of the report of the Secretary-General provides a summary of the resources required for the implementation of PACT II in the biennium 2010–2011 by duty station, with a breakdown of requirements for capital expenditures, project management and posts. Details on post requirements by location and function are provided in table 4. A total of 20 posts are proposed, comprising 16 for information technology functions and 4 additional Security Officer posts. As indicated in paragraph 26 of the report, one Information Technology Officer at the P-3 level and one General Service (Other/Local level) are proposed at each duty station, to manage and maintain the technology infrastructure for standardized access control. In addition, it is proposed to provide general temporary assistance for construction management services for PACT II implementation equivalent to one position at the P-4 level for the biennium 2010–2011 at each duty station except Headquarters (ibid., para. 24). As indicated above, resources for additional security staff required to strengthen capacity as a result of the implementation of PACT I initiatives are proposed under section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011 (A/64/6 (Sect. 34)/Add.1). However, four additional Security Officers for the International Criminal Tribunal for Rwanda are proposed in the current report as they are not covered in the proposals under section 34.

18. Table 2 below provides a summary of posts proposed in the previous report of the Secretary-General (A/63/605) compared with the staffing proposals in the current reports (A/64/6 (Sect. 34)/Add.1 and A/64/532), by duty station.

Table 2

Summary of posts proposed, by duty station, as presented in the previous report of the Secretary-General (A/63/605) and the current reports (A/64/6 (Sect. 34)/Add.1 and A/64/532)

	A/63/605		*A/64/6 (Sect. 34)/Add.1*		*A/64/532*		**Total A/64/6 (Sect. 34)/Add.1 and A/64/532**	
	Professional	*Local or GS*	*Professional*	*Local or GS*	*Professional*	*Local or GS*	**Professional**	**Local or GS**
Geneva	1	1	—	—	1	1	**1**	**1**
Nairobi	2	10	1	9	1	1	**2**	**10**
Economic Commission for Africa	2	9	1	8	1	1	**2**	**9**
Economic Commission for Latin America and the Caribbean	1	8	—	7	1	1	**1**	**8**
Economic and Social Commission for Asia and the Pacific	1	6	—	5	1	1	**1**	**6**
Economic and Social Commission for Western Asia	1	8	—	7	1	1	**1**	**8**
Vienna	—	—	—	—	—	—	**—**	**—**
Jointly financed activities	1	1	—	—	1	1	**1**	**1**
International Criminal Tribunal for Rwanda	1	5	—	—	1	5	**1**	**5**
Total	**10**	**48**	**2**	**36**	**8**	**12**	**10**	**48**

19. Upon enquiry, the Advisory Committee was provided with the estimates summarized in table 3 below for the overall future maintenance requirements for both PACT projects for the biennium 2012–2013. The Advisory Committee was informed that the estimates were established on the basis of proposals for maintenance services provided by bidders, as part of their response to the request for proposals for the initial phase of the project. **The Advisory Committee considers that the maintenance requirements should have been submitted with the proposals of the Secretary-General.**

Table 3

Estimated maintenance costs of the standardized access control project in the biennium 2012–2013

(United States dollars)

Location	*Amount*
Geneva	3 626 400
Nairobi	1 236 000
Economic Commission for Africa	826 000
Economic Commission for Latin America and the Caribbean	980 000
Economic and Social Commission for Asia and the Pacific	890 000
Economic and Social Commission for Western Asia	1 000 000
Vienna[a]	127 800
International Criminal Tribunal for Rwanda	295 200
Total	**8 981 400**

[a] Regular budget share is $127,800. Total amount to be shared by the entities in Vienna is $453,400.

Recommendations

20. **The Advisory Committee is of the view that security enhancements should be prioritized and implemented in a phased manner during the upcoming biennium. It recommends that the standardized access control project should be implemented during the biennium 2010–2011 at ESCWA, the United Nations Office at Nairobi and ECA. The requirements for PACT II security enhancements in the remaining duty stations (the United Nations Office at Geneva, the United Nations Office at Vienna, the Economic Commission for Latin America and the Caribbean, the Economic and Social Commission for Asia and the Pacific and the International Criminal Tribunal for Rwanda) should be reviewed and prioritized during the biennium 2010–2011, taking into account the lessons learned and experience acquired in the initial implementation. The revised requirements should be submitted in the context of the budget proposals for the biennium 2012–2013. Accordingly, the Advisory Committee recommends that the post and non-post resources proposed for the implementation of PACT II during the biennium 2010–2011 be adjusted to reflect the prioritized and phased approach outlined above.**

21. The Advisory Committee notes that a quarter of the proposed capital expenditures are required for the global security network. **The Advisory Committee is not convinced that it is indispensable to provide real-time video connectivity between Headquarters and other major duty stations at this time. Accordingly, the Advisory Committee recommends that the implementation of that functionality be reviewed during the upcoming biennium, in the light of the impact of the initial implementation of PACT I and PACT II.**

22. **As regards the posts proposed for supporting access control information technology systems, the Advisory Committee recommends that the overall requirement for 16 posts should be reviewed in the light of the recommendations of the Advisory Committee above**

concerning the real-time video connectivity and the need for a prioritized and phased implementation of PACT II security enhancements. Furthermore, the Advisory Committee considers that the staffing requirements for supporting access control information technology systems should also be reviewed in the context of the overall capacity of information technology staffing resources at each duty station, in coordination with the Office of Information and Communications Technology, with the intention of achieving efficiencies and absorbing those functions within existing capacity.

23. **The Advisory Committee also recommends that the additional security staff proposed in relation to the PACT projects under section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011 in document A/64/6 (Sect. 34)/Add.1 be reviewed in the light of the above recommendations.**

24. **The Advisory Committee further recommends that any posts approved should be funded through general temporary assistance.**

III. Additional requirements in specific locations

25. The report of the Secretary-General (A/64/532) outlines additional security requirements in specific locations, unrelated to PACT projects, as follows:

(*a*) *Office of the United Nations Special Coordinator for the Middle East Peace Process* (ibid., paras. 36–39). It is proposed to augment the capacity of the close protection team in order to provide full close protection coverage for the Special Coordinator and his Deputy. Additional resources in the amount of $975,000 are proposed under section 3 (Political affairs) of the proposed programme budget for the biennium 2010–2011 to provide for an additional eight posts, including 3 Field Service officers and 5 Local level staff. The Advisory Committee has commented on the issue of close protection in its report on section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011 (document A/64/7/Add.16 in the present supplement). **The Advisory Committee recommends approval of the proposals of the Secretary-General.**

(*b*) *United Nations Truce Supervision Organization* (UNTSO) (see A/64/532, paras. 40-44). Additional resources in the amount of $864,000 are proposed under section 5 (Peacekeeping operations) for the biennium 2010–2011 to provide for four additional international Security Officers to supplement the two Security Officers currently allocated to protect the UNTSO Chief of Staff and to establish a six-person personal protection team, as well as costs for equipment and training. The Advisory Committee notes that these additional requirements would be deployed only if authorization is obtained from the host country for international Security Officers to carry United Nations-issued weapons. **Pending obtainment of the necessary authorization, the Advisory Committee recommends against approval of the proposals of the Secretary-General;**

(*c*) *International Court of Justice* (ibid., paras. 45–50). Additional resources in the amount of $470,600 are proposed under section 7 (International Court of Justice) for the biennium 2010–2011 to provide for four additional posts (1 P-3 and 3 General Service (Other level)) to supplement the existing team of two Security Officers (General Service (Other level)), in connection with the increased threat of a terrorist-related event. **The Advisory Committee recommends approval of one additional General Service (Other level) post;**

(*d*) *Department of Public Information* (ibid., paras. 51–57). Additional resources in the amount of $199,500 are proposed under section 27 (Public information) for the biennium 2010–2011 to provide for strengthened security of United Nations information centre premises in compliance with the prevailing minimum operating security standards. **The Advisory Committee recommends approval of the proposals of the Secretary-General. It encourages the Secretary-General to pursue discussions with host Governments with a view to securing**

their support for security requirements at United Nations information centres at no additional cost to the United Nations (see A/63/769, para. 20 (*d*)).

IV. Conclusions and recommendations

26. **The Advisory Committee recommends that the summary of resource requirements for the biennium 2010–2011, as set out in section IV of the report of the Secretary-General (A/64/532), be adjusted to take into account its recommendations in paragraphs 20 to 23 and 25 (*b*) and (*c*) above, and be provided to the General Assembly at the time of its consideration of this item.**

27. **The Advisory Committee further recommends that the General Assembly approve the additional resources requested in paragraphs 60 (*a*) to (*d*) of the report of the Secretary-General, subject to its recommendations in paragraphs 20 to 23 and 25 (*b*) and (*c*) above.**

Notes

[1] Headquarters and annex buildings in New York, the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi, the Economic Commission for Africa, the Economic Commission for Latin America and the Caribbean, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia.

[2] The requirements for the International Criminal Tribunal for Rwanda are proposed under its own budget (A/64/478) (see para. 9 of the present document). The costs at Vienna are to be shared by all the Vienna-based organizations (see para. 10 of the present document).

Document A/64/7/Add.16

Seventeenth report

Section 34 (Safety and security)

[Original: English]
[11 December 2009]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the addendum to the report of the Secretary-General on section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011 (A/64/6 (Sect. 34)/Add.1). During its consideration of the addendum, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The Advisory Committee recalls that in document A/64/6 (Sect. 34), the Secretary-General submitted a preliminary proposed programme budget for section 34 of the regular budget and the gross budget for jointly financed activities, pending the completion of the comprehensive management review of the organization of the Department of Safety and Security that was recommended in June 2008 by the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide and the submission of the response of the United Nations System Chief Executives Board for Coordination to the recommendations of the Independent Panel.

3. As the Secretary-General indicates in paragraph 34.5 of the addendum (ibid.), the above-mentioned management review of the Department has now been completed. The full budget proposal has been informed by the outcome of that review, which is discussed in greater detail in section II below. The proposal also revisits some of the issues raised by the Secretary-General in his earlier report on a strengthened and unified security management system for the United Nations, which was submitted to the General Assembly at its sixty-third session but on which no action was taken (see A/63/605 and the related report of the Advisory Committee in document A/63/769).

4. The Advisory Committee notes that a separate report on revised estimates under the programme budget for the biennium 2010–2011 in respect of the standardized access control project (known, in its two phases, as PACT I and PACT II) and additional security requirements in specific locations not included under section 34 has been submitted by the Secretary-General in document A/64/532. The Advisory Committee's comments and recommendations on those proposals are contained in its report on that subject (document A/64/7/Add.15 in the present supplement).

5. Upon enquiry, the Advisory Committee was informed that, in addition to the proposed programme budget for section 34 and the aforementioned revised estimates, additional resource requests for safety and security would be forthcoming during the sixty-fourth session of the General Assembly. As indicated by the Secretary-General in his remarks to the General Assembly on 30 October 2009, those requests relate specifically to the establishment of a victim support fund, the establishment of an emergency fund to assist the Department of Safety and Security to meet its new demands and the expansion beyond the current level of $US1 million of the authority of the Secretary-General to undertake new financial commitments in times of crisis. **While recognizing that it was necessary to delay submission of the full budget proposal until after the completion of the management review, and also acknowledging the need for the Department to be able to respond to unforeseen events, the Advisory Committee is concerned about additional requirements still to come. The Advisory Committee expects that the additional resource requests for safety and security will be submitted to the General Assembly at the earliest opportunity.**

6. The Advisory Committee recalls General Assembly resolution 62/236 of 22 December 2007, in which the Assembly requested the Secretary-General, for all future proposed programme budgets, to take the steps necessary to avoid a piecemeal approach to the budget process and to ensure the fullest possible picture of the Organization's requirements for future bienniums.

II. Management review of the Department of Safety and Security

7. As indicated above, during the summer of 2009 the newly appointed Under-Secretary-General for Safety and Security, in response to a key recommendation of the Independent Panel, conducted an internal management review of the Department of Safety and Security, including its structure, operational priorities, staffing and procedures, with a view to better defining roles and responsibilities, with clear lines of accountability, and identifying work methods and organizational structures that favour the field. In paragraph 34.6 of the budget document (A/64/6 (Sect. 34)/Add.1), the Secretary-General states that the internal management review identified a large number of tasks that the Department has assumed by virtue of its title and widespread assumptions about what a department of safety and security should manage, irrespective of the fact that many such tasks were not originally anticipated or explicitly mandated. He further states that the Department has not, to date, received the proper resources to undertake those tasks. Accordingly, the aim of the review was to clarify the expected achievements of the Department and the related resource implications and, drawing on the report of the Independent Panel and on other findings emanating from sources outside the Department, to put forward suggestions designed to strengthen the management of the security function within the United Nations.

8. The Advisory Committee was provided with a copy of the management review. That document sets out a new strategic vision for the Department of Safety and Security, the main features of which are:

(*a*) The Department of Safety and Security will provide worldwide security leadership for Secretariat entities and United Nations agencies, funds and programmes;

(*b*) The unified structure of the Department must implement sound, well-designed and valuable security programmes and policies throughout a highly decentralized United Nations system;

(*c*) The headquarters of the Department must be a lean and capable security organization providing guidance, policy, training, risk assessments and other security products that United Nations system organizations and security coordinators are able to leverage effectively in order to ensure the delivery of security to their various constituents;

(*d*) There must be scrupulous coordination of and collaboration on security programmes and policies at all relevant organizational levels;

(*e*) Policies and procedures based on risk analysis as opposed to risk avoidance must be the security measure for United Nations operations if critical programmes are to continue in environments where provision of security is a challenge;

(*f*) Security policies, programmes and recommendations must be based on transparent and justifiable security methodologies, designed to find ways for United Nations programmes to remain in countries and succeed in their missions. A common and fully coordinated framework of accountability will provide realistic guidance on security roles and responsibilities;

(*g*) The above-mentioned capacities will be developed using an evolutionary approach, thereby ensuring that additional resources are properly absorbed and utilized and are recalibrated against actual requirements;

(*h*) There is a need for effective oversight of the implementation of policies and programmes in order to ensure accountability, which requires the Department to balance strategic oversight with the provision of deployable additional resources when a local situation demands [illegible] support;

(*i*) When resources are depleted owing to surge deployments, it is incumbent on the Department to identify ways to prioritize the remaining resources, including through support from the broader United Nations security management network, so as to ensure that it is still able to respond in the event of additional, unforeseen operational requirements.

9. In order to translate the strategic vision into reality, the management review document identifies a number of key areas that require strengthening. They can be summarized as follows:

(*a*) Managerial capacity: a stronger Office of the Under-Secretary-General; a dedicated internal information and communications technology and information management support structure; and a more coherent and holistic approach to human resources management;

(*b*) Headquarters operational support to the field: enhanced threat and risk assessment; more effective management and desk support of field activities; improved technical field support activities (critical incident and stress management, crisis management, training, aviation risk management, and compliance, investigations and monitoring); and better coordination of close protection;

(*c*) Field operations capacity: increased deployment of field officers; establishment of threat and risk assessment and security analysis capacity in the field, and greater coordination of the Safety and Security Services worldwide.

10. The Advisory Committee addresses the specific resource requirements for each of these areas in section III below. At the outset, however, the Committee wishes to make some general comments and observations on issues arising from the management review and on its relationship to the budget proposals submitted by the Secretary-General.

11. As the Secretary-General indicates in paragraph 34.1 of the budget document (ibid.), the purpose of the Department is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing strategic leadership, operational support and oversight of the United Nations security management system. The Advisory Committee notes that the management review stresses the role of the Department of Safety and Security as a facilitator of the work of the Organization on the ground. **The Advisory Committee appreciates this approach and the focus on the selective reinforcement of key enabling functions to enhance the delivery of safety and security services to the United Nations system, as well as the emphasis on the development of the Department as a central, lean, transparent and efficient organization**. The Advisory Committee notes, in this regard, that the management review advocates an "evolutionary" approach to the development of the Department and, as such, does not propose any substantial changes to its established organizational structure. Upon enquiry, the Advisory Committee was informed that the existing organizational structure was largely adequate.

12. **In the Advisory Committee's view, while the management review identifies weaknesses in the Department and puts forward a number of suggestions designed to remedy them, it does not sufficiently develop those remedial measures (see paras. 18–20 below). In addition, although the budgetary proposals of the Secretary-General are based on the findings of the management review, the budget document does not include a comprehensive plan for the implementation of those findings, nor does it indicate their relative priority.**

13. **The Advisory Committee also points out that a number of issues raised by the Independent Panel are not addressed by the management review**. Other than a brief reference to the establishment of the Executive Group on Security and an expression of support for the Panel's recommendation that a post of Assistant Secretary-General for Safety and Security be established (see paras. 35 and 36 below), the review does not address the broader question of managerial responsibility for and organizational leadership of safety and security. The Independent Panel states, inter alia, that in order to enhance the culture of security across the whole United Nations system, the Under-Secretary-General for Safety and Security should have direct and frequent access to the Secretary-General and the Executive Heads of agencies who, likewise, need to incorporate security as a strategic consideration in their policy planning. **The**

Advisory Committee would have expected to see a detailed description of the existing system-wide architecture for leadership, coordination and accountability in the area of security and safety, an analysis of its effectiveness and, where appropriate, concrete proposals for measures to strengthen it. The Advisory Committee would also have liked to see in the management review some reference to the comments and recommendations of the Independent Panel on the public image of the United Nations and its implications for security.

14. **On a related matter, the Advisory Committee believes that, given both the principle of "no programme without security" and the organizational imperative for managerial responsibility, a clear delineation of roles and responsibilities for safety and security, especially in the field, is crucial. The management review refers only briefly to the principal instrument for establishing such roles and responsibilities, namely, the framework for accountability for the United Nations security management system, which was initiated in 2002 and taken note of by the General Assembly in its resolution 61/263 of 4 April 2007 (for the text of the framework, see A/61/531, annex I)**. Upon enquiry, the Advisory Committee was informed that, in August 2009, the Inter-Agency Security Management Network had reviewed and revised the framework. The revised version, which not only included a greater number of actors in the security management system but also provided greater clarity on the issue of accountability, had been endorsed by the High-level Committee on Management and subsequently approved by the United Nations System Chief Executives Board for Coordination. It would be submitted to the General Assembly at its sixty-fourth session for approval. **The Advisory Committee expects that the revised framework for accountability will be submitted to the General Assembly at the earliest opportunity**.

15. Another important issue discussed by the Independent Panel – and subsequently taken up by the Steering Committee on Safety and Security of the High-level Committee on Management – but not addressed in the management review is the proposed replacement of the current security phase system with a new, threat-focused concept for a security level system. Upon enquiry, the Advisory Committee was informed that the changes suggested by the Steering Committee were designed to ensure that security levels in a given location were determined solely on the basis of security considerations and that the new system would serve both to increase staff awareness of the level of threat at a particular duty station and to initiate actions to address the threat. At its spring 2009 session, the United Nations System Chief Executives Board for Coordination had endorsed the changes proposed by the Steering Committee and requested the Department of Safety and Security to lead a project group to develop a structured threat assessment methodology, as well as descriptors and definitions for the proposed security level system. The new system, as well as a new set of guidelines for determining acceptable risk, had been pilot tested in five locations. The results of the pilot project were being reviewed and would be presented to the Steering Committee by the end of December 2009. The Committee was further informed that, according to the Chief Executives Board, the proposed changes reflected the desired shift in institutional mindset from a "when to leave" to a "how to stay" approach to security management. **The Advisory Committee welcomes this approach and looks forward to the results of the pilot project and the ensuing proposals from the Department of Safety and Security**.

16. The Advisory Committee also recalls that, in its report, the Independent Panel recommended that the feasibility of establishing regional security and safety hubs be assessed. Although the management review does refer to that recommendation, it concludes that, in view of the major restructuring that the initiative would entail, as well as the high set-up costs and the fact that the recommendation appears to be at odds with the new strategic vision of a lean and coordinated management structure, the establishment of regional hubs will not be pursued at the current time. Upon enquiry, the Advisory Committee was informed that the Under-Secretary-General for Safety and Security was not in favour of adding a further management layer to the structure of the Department and that, at a time of budgetary restraint, the resources needed for such a project would be put to better use in areas of higher priority.

17. Notwithstanding the foregoing, the Secretary-General is proposing the establishment, on a pilot basis, of a 12-person regional technical support team in Nairobi to provide counselling, training, compliance and investigation services for Africa and, in emergency situations, the Middle East. The Advisory Committee notes that managerial responsibility and thus accountability for the services will remain with the Department of Safety and Security at Headquarters, and that the pilot scheme will be evaluated throughout the biennium 2010–2011. If it proves viable, the Secretary-General will present a proposal to establish technical services in other regional centres commencing in the biennium 2012–2013. **The Advisory Committee looks forward to receiving an evaluation of the effectiveness of the pilot project in the context of a future submission**. Its comments and recommendations on the specific resources for the project are set out in paragraphs 34, 67 and 68 below.

18. **As noted in paragraph 11 above, the management review advocates an "evolutionary" approach to the development of the Department of Safety and Security. As such, some of the proposals contained therein, and the related resource requirements set out in the budget document, should, in the view of the Advisory Committee, be regarded as "works in progress"**. For instance, the management review identifies a number of shortcomings in the current human resources strategy of the Department in areas such as the identification, recruitment, deployment, retention, development and career planning of personnel both at Headquarters and in the field. Paragraphs 34.102 to 34.104 of the budget document (ibid.) take up this issue, and refer to the Department's intention to undertake a holistic and comprehensive review of its human resources requirements. Upon enquiry, the Advisory Committee was informed that a working group had been established for that purpose by the Department, and a consultant (or consulting firm) with specific expertise would be engaged to assist. The working group would review best practices from both within and outside the United Nations system in order to develop a human resources strategy that would serve the Organization for the coming decade and beyond. It was envisaged that the review process would take between 12 and 18 months. The Advisory Committee's comments on the specific post and non-post requirements connected with the review are set out in paragraphs 72, 73 and 77 below.

19. **Given the new contractual arrangements and the newly harmonized conditions of service for the United Nations system, as well as other ongoing human resources reforms within the Organization, the Advisory Committee urges the Department, during the course of its human resources review, to liaise closely with the Office of Human Resources Management and, where appropriate, the Department of Field Support to ensure that any proposed modifications to current policies and practices are in line with measures that have already been taken Organization-wide. Detailed information on the findings of the human resources review, as well as any related resource requests, should be submitted as part of the proposed programme budget for the biennium 2012–2013.**

20. The management review also alludes to the need, over the coming biennium, for substantial reform of the Safety and Security Services worldwide, which are now staffed by over 1,000 officers and account for more than 50 per cent of the Department's budgetary resources, in order to achieve greater standardization of operations and to ensure that human and financial resources are used more effectively and transparently. According to the management review, the reform will focus on the introduction of management metrics that will allow managers to utilize standard performance tools designed to ensure that personnel and operational costs in the various duty stations are as transparent and readily comparable as possible. In paragraphs 34.34 and 34.35 of the budget document (ibid.), the Secretary-General refers briefly to this issue, stating, inter alia, that the Services must implement new management tools to ensure that personnel and funds are utilized where the need is greatest. Upon enquiry, the Advisory Committee was informed that a number of measures, including the establishment of a robust information management capability (see paras. 62–64 below); the provision of additional analytical capacity (see paras. 47–56 below); the standardization of equipment; the development of a global and coordinated safety and occupational health strategy; as well as the development of contingency procedures for dealing with unforeseen emergencies and crises, early warning indicators and standard operating

procedures geared towards the promotion of responsibility and accountability at all levels, would be progressively implemented with a view to achieving that aim. **The Advisory Committee expects that updated information on progress made with the management reform of the Safety and Security Services worldwide will be provided in future budget submissions. In this connection, the Advisory Committee stresses that the Department should take maximum advantage of available electronic tools, in particular the standardized access control system (see document A/64/7/Add.15 in the present supplement), to enhance safety and security services. Any future human resources requests for the Safety and Security Services worldwide should take relevant developments into account.**

21. The Advisory Committee's specific recommendations on the post and non-post resources requested by the Secretary-General in the budget document are contained in section III below. **In formulating its recommendations, the Advisory Committee has adopted a prudent approach to the above-mentioned "evolutionary" concept, bearing in mind that a number of the measures outlined in the management review are still at a very early stage of development and will, in all likelihood, require further attention in coming bienniums. In this connection, the Advisory Committee is also of the view that efforts to strengthen the Department should focus not only on expanding capacity but also on enhancing the quality of existing capacity. The Advisory Committee recommends that the Secretary-General submit a detailed update on progress made in strengthening the Department as part of the first performance report.**

22. **The Advisory Committee stresses the primary role of the General Assembly in defining the mandate and policies governing the activities of the Department of Safety and Security.**

III. Resource requirements under section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011

23. The Advisory Committee notes that the overall resources required under section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011, including the United Nations share of the jointly financed safety and security costs (see paras. 25 and 26 below), amount to $247,113,900 before recosting, reflecting an increase of $39,188,000, or 18.8 per cent, over the revised appropriation for the biennium 2008–2009. According to the Secretary-General, the growth is the result of the additional resources recommended subsequent to the management review and of the delayed impact of the additional seven posts approved by the General Assembly in the biennium 2008–2009 for crisis management. The delayed impact of the proposals for the regular budget for the biennium 2012–2013 is estimated at $17,077,400, comprising the delayed impact of the proposed new regular budget posts ($11,807,200) and the regular budget share of the proposed new jointly financed posts ($5,270,200).

24. The Advisory Committee further notes from table 34.6 of the addendum to the Secretary-General's report (ibid.) that the full budget request for section 34 amounts to $449,566,500 before recosting, reflecting an increase of $67,227,800, or 17.6 per cent, over the appropriation for the biennium 2008–2009.

25. In paragraph 34.10 of the addendum to his report (ibid.), the Secretary-General indicates that, given the dual responsibility of the Department to provide, on the one hand, for the safety and security of staff, delegates and visitors at the main locations of the United Nations and, on the other hand, for the safety and security of the United Nations system operations in the field, the Department's activities are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field. With regard to the gross budget for jointly financed activities, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. Following the recommendation of the General Assembly in its resolution 61/263, the High-level Committee

on Management agreed that field-related security costs would be apportioned on the basis of the actual percentage of staff, based on data from the United Nations System Chief Executives Board for Coordination. Upon enquiry, the Advisory Committee was informed that, on the basis of census data as at 31 December 2007, the United Nations share of the gross budget for jointly financed activities for the biennium 2010–2011 currently stood at 26.13 per cent. The increase over the previous biennium's share of 23.79 per cent was due to the increase in the number of United Nations field-based staff. The Committee was further informed that the Chief Executives Board was currently finalizing the census data as at 31 December 2008; the resulting figures would be used to determine the final United Nations share of the 2010–2011 budget. **The Advisory Committee reiterates its view that cost-sharing arrangements for field-related security activities are important to ensure that all concerned share both ownership of and accountability for the system.**

26. The Advisory Committee notes that the overall resources required for the biennium 2010–2011 for the gross budget for jointly financed activities amount to $260,959,500 before recosting, reflecting an increase of $37,513,000, or 16.8 per cent, over the revised appropriation for the biennium 2008–2009. The delayed impact of the proposed new posts for the biennium 2012–2013 for the gross budget for jointly financed activities is estimated at $20,247,800.

27. In paragraph 34.13 of the addendum to his report (ibid.), the Secretary-General indicates that regular budget and jointly financed resources will be supplemented by extrabudgetary resources estimated at $16,811,600, derived from (*a*) the support account for peacekeeping operations; (*b*) reimbursement for the security and safety services provided to the United Nations funds and programmes; and (*c*) extrabudgetary funding earmarked by donors to support urgently required security measures.

28. **With regard to the presentation of the budget document, the Advisory Committee is of the view that many of the resource requests could have been better justified. Relevant statistical information would have been especially useful.** With particular reference to the Secretary-General's staffing proposals, the Committee was provided, upon request, with a table showing the total number of security posts approved for the biennium 2008–2009, the number proposed for the biennium 2010–2011 and their locations (see annex I to the present document). **The Advisory Committee recommends that the Secretary-General include in future budget proposals detailed information on existing and proposed staffing levels, as well as descriptions of the functions of existing posts, so as to allow readers to make fully informed decisions on the need for additional capacity.**

A. Comments and recommendations on posts

29. The following table summarizes the regular budget and jointly financed posts approved for the biennium 2008–2009, as well as the Secretary-General's proposals regarding regular budget and jointly financed posts for the biennium 2010–2011. The table also shows the extrabudgetary posts proposed for 2010–2011. A detailed organization chart for the Department showing the proposed post distribution for 2010–2011 can be found in annex II to the present document.

Proposed staffing resources

	Posts	*Level*
Regular budget		
Approved posts for the biennium 2008–2009	943	1 USG, 2 D-2, 2 D-1, 9 P-5, 17 P-4, 19 P-3, 6 P-2/1, 8 GS (PL), 172 GS (OL), 300 SS, 407 LL
Proposed posts for the biennium 2010–2011	1 186	1 USG, 1 ASG, 1 D-2, 2 D-1, 11 P-5, 24 P-4, 28 P-3, 7 P-2/1, 8 GS (PL), 189 GS (OL), 326 SS, 588 LL
New	243	2 P-5, 7 P-4, 9 P-3, 1 P-2/1, 17 GS (OL), 26 SS, 181 LL
Conversions	113	20 GS (OL), 32 SS and 61 LL for conversion from temporary to established posts
Reclassification	1	D-2, Office of the Under-Secretary-General, to ASG level
Gross budget for jointly financed activities		
Approved posts for the biennium 2008–2009	847	1 D-2, 1 D-1, 36 P-5, 157 P-4, 99 P-3, 6 P-2/1, 3 GS (PL), 25 GS (OL), 150 SS, 369 LL
Proposed posts for the biennium 2010–2011	999	1 D-2, 2 D-1, 39 P-5, 230 P-4, 129 P-3, 6 P-2/1, 5 GS (PL), 27 GS (OL), 160 SS, 400 LL
New	152	3 P-5, 73 P-4, 30 P-3, 1 P-2/1, 1 GS (PL), 3 GS (OL), 10 SS, 31 LL
Conversions	25	25 SS for conversion from temporary to established posts
Reclassifications	2	1 P-5, Division of Regional Operations, to D-1 level; 1 GS (OL), Field Support Service, to GS (PL)
Redeployment	1	1 P-2, Field Support Service, to Division of Regional Operations
Extrabudgetary		
Proposed posts for the biennium 2010–2011	54	1 P-5, 11 P-4/3, 1 P-2/1, 29 GS (OL), 12 SS

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; PL, Principal level; OL, Other level; SS, Security Service; LL, Local level.

30. The resource estimates for the 1,186 posts proposed under the regular budget amount to $153,322,700 before recosting, reflecting an increase of $19,851,300, or 14.9 per cent, over the resources appropriated for the biennium 2008–2009. A net total of 243 additional posts are sought for the biennium 2010–2011. One upward reclassification, from the D-2 to the Assistant Secretary-General level, is also proposed, as well as the conversion of 113 temporary posts to established posts. The additional posts proposed can be broken down as follows:

(*a*) Six posts under executive direction and management;

(*b*) Two hundred and twenty-eight posts under subprogramme 1 (Security and safety coordination), including three in the Protection Coordination Unit, one in the Division of Headquarters Security and Safety Services and 224 in the Security and Safety Services of regional headquarters and regional commissions;

(*c*) Nine posts under subprogramme 2 (Regional field coordination and support), component 2 (Field support), including four in the Crisis Management Support Unit and five to support information management activities.

31. The resource estimates for the 999 posts proposed under the gross budget for jointly financed activities amount to $187,267,200 before recosting, reflecting an increase of $22,583,400, or 13.7 per cent, over the resources appropriated for 2008–2009. A net total of 152 additional posts are sought for the biennium 2010–2011. Two upward reclassifications, one from the P-5 to the

D-1 level and one from the General Service (Other level) to the General Service (Principal level), as well as one redeployment, and the conversion of 25 temporary posts to established posts, are also proposed. The additional posts proposed can be broken down as follows:

(*a*) Ten posts under subprogramme 1 (Security and safety coordination);

(*b*) One hundred and twenty-six posts under subprogramme 2 (Regional field coordination and support), component 1 (Regional field operation coordination), including 20 posts for threat and risk assessment at Headquarters and in the field, 10 posts in the Division of Regional Operations, 61 posts for field security officers and 35 posts in security and information centres;

(*c*) Eleven posts under subprogramme 2 (Regional field coordination and support), component 2 (Field support), including four in the Critical Incident Stress Management Unit, six in the Training and Development Section and one for aviation risk management activities;

(*d*) Five new posts under programme support.

The Advisory Committee's recommendations on the proposals outlined in this paragraph and in paragraph 30 above are contained in its discussion of the budget sections to which they relate.

Executive direction and management

Regular budget

New posts

32. Under executive direction and management, the Secretary-General is proposing the establishment of six new posts.

Office of the Under-Secretary-General

33. In the Office of the Under-Secretary-General, two P-4 posts and one P-3 post are proposed to establish a communications, reporting and advocacy capacity to deliver professional-quality communications support, particularly during crises, and to ensure that communications with the Inter-Agency Security Management Network continue to be handled by Professional staff within the Office (ibid., para. 34.21 (*b*)). **The Advisory Committee recommends acceptance of the establishment of one P-4 and one P-3 post in the Office of the Under-Secretary-General to constitute a communications, reporting and advocacy capacity. The functions of the remaining P-4 post proposed by the Secretary-General should be accommodated within existing capacity.**

Compliance, Evaluation and Monitoring Unit

34. In the Compliance, Evaluation and Monitoring Unit, one P-4 Investigation Officer in New York is proposed to address the envisaged increase in the investigative and review workload of the Internal Affairs Unit (ibid., para. 34.21 (*c*)), and one P-3 Compliance Officer and one P-3 Investigation Officer in Nairobi are proposed to support compliance, evaluation and monitoring activities as part of a pilot project to establish regionalized technical support capacity (ibid., para. 34.21 (*c*); and para. 17 above). **The Advisory Committee recommends that the proposed P-4 post for an Investigation Officer in New York be funded under general temporary assistance until it can be determined that the functions of the post are needed on a continuing basis. The Advisory Committee further recommends that the two P-3 posts proposed for Nairobi be funded under general temporary assistance pending the evaluation of the pilot project.**

Reclassification

35. The Secretary-General is proposing the upward reclassification of the post of deputy to the Under-Secretary-General from the D-2 to the Assistant Secretary-General level. The Advisory Committee notes that this proposal has been made in response to the recommendations of the Independent Panel in order to allow the Under-Secretary-General to focus on strategic issues while ensuring that another senior official is available for the day-to-day overall management of the Department and for the strengthening of internal management, as well as to represent the Department in the absence of the Under-Secretary-General (see A/64/6 (Sect. 34)/Add.1, para. 34.21 (*a*)).

36. Upon enquiry, the Advisory Committee was informed that the Assistant Secretary-General would support the Under-Secretary-General in the performance of his functions as executive head of the Department, including by coordinating the work of various units both at Headquarters and in the field and overseeing the preparation of reports to intergovernmental bodies. On a day-to-day basis, the incumbent of the proposed post would manage the Training and Development Section, the Policy, Planning and Coordination Unit, the Compliance, Evaluation and Monitoring Unit and the Critical Incident Stress Management Unit. He or she would also undertake missions on behalf of the Under-Secretary-General as required. **For the foregoing reasons, the Advisory Committee recommends acceptance of the proposal to reclassify the post of deputy to the Under-Secretary-General from the D-2 to the Assistant Secretary-General level.**

Subprogramme 1 (Security and safety coordination)

Regular budget

New posts

37. Under subprogramme 1, Security and safety coordination, the Secretary-General is proposing the establishment of 228 new posts.

Protection Coordination Unit at Headquarters

38. In the Protection Coordination Unit at Headquarters, it is proposed to establish a P-5 post for a Chief of Unit in order to provide strategic management to best meet the close protection needs of senior officials (ibid., para. 34.29). It is also proposed to establish one P-3 post and one General Service (Other level) post to ensure appropriate levels of liaison with close protection officers and senior officials (ibid.). The Advisory Committee notes from paragraph 34.28 of the budget document that the Unit has seen a 46 per cent increase in its caseload since 2006 and that, at present, it is currently unable to address in a consistent and coherent manner the requirements for ongoing reviews of established close protection details in assigned locations, the specific requirements of missions supported by the Department of Peacekeeping Operations and the Department of Field Support, or the requirements for a surge capacity for close protection officers. Upon enquiry, the Committee was informed that, in addition to managing the Unit, the Chief would participate in strategic projects relating, inter alia, to policy development, standard operating procedures and the recruitment and training of close protection officers. **For the reasons given by the Secretary-General, the Advisory Committee recommends acceptance of the proposal to establish a P-5 post for a Chief of Unit. The Advisory Committee recommends against the establishment of the P-3 and General Service (Other level) posts because it believes that their functions, which are not new, should be accommodated within existing capacity. In this regard, and with a view to ensuring that there is a clear basis for future budget requests for close protection operations, the Advisory Committee recommends that a clearly defined policy on close protection be elaborated.**

Division of Headquarters Security and Safety Services

39. In the Division of Headquarters Security and Safety Services, it is proposed to establish a P-4 post to strengthen the capacity of the Office of the Director to provide day-to-day coordination of and support for the Security and Safety Services at Headquarters, offices away from Headquarters and regional commissions (ibid., para. 34.31). **The Advisory Committee recommends against acceptance of the proposal, as it believes that the functions of the proposed post should be accommodated within existing capacity.**

Security and Safety Services worldwide

40. In the Security and Safety Services of headquarters and regional commissions, the following 224 posts are proposed for establishment:

(*a*) At Headquarters in New York, 26 Security Service posts to strengthen close protection capacity by adding a full shift to the current complement of staff (ibid., para. 34.36 (*a*));

(*b*) At the United Nations Office at Geneva, 15 General Service (Other level) posts to establish a canine unit and to strengthen the current staffing complement to lead crisis management and to manage the increased activity at the premises of the Office of the United Nations High Commissioner for Human Rights (ibid., para. 34.36 (*b*));

(*c*) At the United Nations Office at Nairobi, one P-3 post for a Security Officer to coordinate security operations. According to the Secretary-General, the post is required on account of the size and complexity of the compound and of the large number of staff working there. In addition, 85 Local level posts are proposed, 76 to strengthen the regular uniformed officer unit, the fire safety unit, the pass unit and the close protection unit owing to the significant increase in the number of staff in the complex arising from the addition of the new office facility, and nine to support the operation of the standardized access control systems currently in place (ibid., para. 34.36 (*d*));

(*d*) At the Economic Commission for Africa (ECA), one P-3 post for a Security Officer to coordinate security operations. According to the Secretary-General, the post is required on account of the size and complexity of the compound and of the large number of staff working there. In addition, 19 Local level posts are proposed, 11 to establish a canine unit and to strengthen the current staffing complement to reinforce the surveillance and detection system, as well as eight to support the operation of the standardized access control system currently in place (ibid., para. 34.36 (*e*));

(*e*) At the Economic and Social Commission for Asia and the Pacific (ESCAP), 13 Local level posts, eight to implement 24-hour coverage in the Operations Control Centre and for the Emergency Response Team, as well as to create a Pass and ID Unit, and five to support the operation of the standardized access control system currently in place (ibid., para. 34.36 (*f*));

(*f*) At the Economic and Social Commission for Western Asia (ESCWA), 52 Local level posts, 45 to staff checkpoints on a 24-hour basis and to provide counter-surveillance capacity and close protection services for the Executive Secretary, and seven to support the implementation of the standardized access control system in 2010–2011 (ibid., para. 34.36 (*g*));

(*g*) At the Economic Commission for Latin America and the Caribbean (ECLAC), 12 Local level posts, five to strengthen the existing staff complement, including to enhance security at the newly constructed South Entrance Pavilion, and seven to support the operation of the standardized access control system currently in place (ibid., para. 34.36 (*h*)).

41. **The Advisory Committee recommends acceptance of the establishment of 14 of the proposed 26 Security Service posts in New York. Any additional capacity deemed necessary by the Department should be obtained through redeployment of existing resources and the requirements reviewed in the context of the next budget proposal.**

42. With regard to the posts requested to establish canine units at the United Nations Office at Geneva and ECA (15 General Service (Other level) and 11 Local level, respectively), the Advisory Committee was informed, upon enquiry, that canine units were recognized by the security industry as providing one of the best methods for detecting illicit substances, including arms and explosives. Canine units were regarded as essential for the United Nations given the increased level of threat at many duty stations, in particular the threat posed by vehicle- and person-borne explosives. **In view of the foregoing, the Advisory Committee recommends acceptance of the establishment of 10 temporary General Service (Other level) posts in Geneva and 11 temporary Local level posts in Addis Ababa, to expire at the end of the biennium 2010–2011 unless specifically re-established by the General Assembly in the context of the programme budget for the biennium 2012–2013. While the Committee understands that, in some circumstances, there may be no substitute for canine capacity, it nevertheless encourages the Department of Safety and Security to take maximum advantage of the electronic access control tools introduced as part of the standardized access control project. An assessment of efficiency gains resulting from the introduction of those electronic tools should be provided in the next budget submission.**

43. **As for the two P-3 posts proposed for the coordination of security operations at the United Nations Office at Nairobi and ECA, the Advisory Committee recommends against their establishment, taking the view that the functions of the posts should be accommodated from within existing capacity.**

44. **Turning lastly to the proposed Local level posts, the Advisory Committee reiterates its earlier recommendation that all posts required in connection with the operation of the standardized access control system should be funded through general temporary assistance (see A/63/769, para. 18). The Committee points out, in this regard, that its recommendations on the implementation of PACT II of the standardized access control project may have a bearing on the number of posts required for this purpose (see document A/64/7/Add.15 in the present supplement). As for the remainder of the Local level posts, given that the Committee is advocating a prudent approach to the strengthening of the Department, the Committee recommends the establishment of 41 posts at the United Nations Office at Nairobi, five at ESCAP, three at ECLAC and 45 at ESCWA. With respect to the latter, the Advisory Committee is recommending acceptance of the full capacity proposed because Beirut is the only established United Nations duty station with a threat level at security phase II.**

Conversions

45. The Secretary-General is proposing the conversion to established posts of 113 temporary posts (20 General Service (Other level), 32 Security Service and 61 Local level) in the Security and Safety Services at Headquarters and the regional commissions. **The Advisory Committee has no objection to the proposed conversions.**

Gross budget for jointly financed activities

New posts

United Nations Office at Vienna

46. The Secretary-General is proposing the establishment of 10 Security Service posts at the United Nations Office at Vienna in order to establish a canine unit, as well as to strengthen the capacity of the current staffing complement to manage increased activity at the new M Building Conference Centre (see A/64/6 (Sect. 34)/Add.1, para. 34.36 (*c*)). **The Advisory Committee recommends the establishment of 10 temporary Security Service posts at the United Nations Office at Vienna, to expire at the end of the biennium 2010–2011 unless specifically re-established by the General Assembly in the context of the programme budget for the biennium 2012–2013 (see also para. 42 above).**

Conversions

47. The Secretary-General is proposing the conversion to established posts of 25 temporary Security Service posts in the Security and Safety Service at the United Nations Office at Vienna. **The Advisory Committee has no objection to the proposed conversions.**

Subprogramme 2 (Regional field coordination and support)

Component 1 (Regional field operation coordination)

Gross budget for jointly financed activities

New posts

48. Under subprogramme 2 (Regional field coordination and support), component 1 (Regional field operation coordination), the Secretary-General is proposing the establishment of 126 new posts. **In general terms, the Advisory Committee welcomes the Secretary-General's focus on strengthening capacity in the field. With particular reference to the proposed strengthening of analytical capacity, the Committee points out that the role of host Governments in the provision of supplementary safety and security information should not be overlooked (see paras. 79–81 below).**

Threat and Risk Assessment Unit at Headquarters

49. In the Threat and Risk Assessment Unit at Headquarters, it is proposed, in order to implement a key recommendation of the Independent Panel, to establish five P-4 posts to increase analytical capacity, thereby enabling the Unit to broaden the scope of its work beyond terrorism, and to enhance the Unit's ability to provide services, in particular trend analysis, to security managers in United Nations field missions, offices away from Headquarters and other United Nations entities (ibid., para. 34.52). It is also proposed to establish two General Service (Other level) posts to enhance the current administrative support capacity (ibid.).

50. In paragraphs 34.48 to 34.51 of the budget document, the Secretary-General gives an overview of the current and proposed future operations of the Threat and Risk Assessment Unit. The Unit, which currently comprises 1 P-5, 1 P-4, 2 P-3, 1 redeployed P-2 and 2 General Service (Other level) posts, functions as an early warning mechanism, provides analytical support to the whole Department and regularly liaises on behalf of the Department with a wide range of interlocutors both inside and outside the United Nations security management system. The Secretary-General asserts that, with the proposed creation of a significant field-level analytical capability (see para. 52 below), there will be an enhanced need to ensure that Headquarters maintains effective oversight of the output of new analysts in the field.

51. The Advisory Committee notes that the management review of the Department of Safety and Security emphasized the need for a major enhancement of analytical coverage, arguing that information, rather than manpower or firepower, is the single most important commodity needed to provide security for modern global field operations. **Taking into account the functions to be performed by the Unit, the Advisory Committee recommends acceptance of the establishment of three P-4 and two General Service (Other level) posts.**

Threat and risk assessment capacity in the field

52. The Secretary-General is also proposing the establishment of 13 Security Analyst posts, seven at the P-4 and six at the P-3 level, to strengthen threat and risk assessment capacity at locations in the field where they are required (ibid., para. 34.62). As indicated in paragraph 34.61 of the budget document, Security Analysts advise the Chief Security Adviser/Security Adviser on threats affecting the United Nations. They are specially trained to add a qualitative and quantitative risk assessment dimension to security information gained in their country of assignment. The development of security-related trends that are likely to affect United Nations

humanitarian and development activities form the basis of the threat assessments prepared by the analysts, which are then incorporated into risk assessments that generate risk mitigation options. Upon enquiry, the Advisory Committee was informed that the 13 new posts would be located as follows: three in Asia and the Pacific, three in West Africa, three in East Africa, two in Europe and the Americas and two in the Middle East. **For the reasons given by the Secretary-General, and taking account of the considerations set out in the preceding paragraphs, the Advisory Committee recommends acceptance of the establishment of six P-4 and three P-3 posts for Security Analysts at locations in the field where they are required.**

Division of Regional Operations at Headquarters

53. The Secretary-General is proposing, the establishment of five P-4 and five P-3 posts for desk officers to augment existing capacity in the Division of Regional Operations at Headquarters (ibid., para 34.55). The Secretary-General also states that the inquiries into the attacks on the United Nations offices in Iraq, Algeria and Somalia emphasized that, in order to be held responsible and accountable, a desk officer must be allocated a reasonable and manageable workload. According to the Secretary-General, that is not the case at the present time. Owing to the introduction of the framework for accountability, the growth in the Department's field component, expanded mandates, the need for timely response and the increasing demand for quality outputs, the coverage provided to the field by the regional desks is no longer adequate. **While the Advisory Committee recognizes that the Division's workload has increased, it believes that some of the additional tasks set out in paragraph 34.55 of the budget document can be accommodated within existing capacity. Accordingly, at the present time, the Committee recommends acceptance of the establishment of three P-4 and three P-3 posts for desk officers in the Division of Regional Operations.**

Field security officers

54. In paragraph 34.56 of the budget document, the Secretary-General, drawing on the outcome of the assessment of the global vulnerability of the United Nations undertaken following the attack in Algiers, proposes the establishment of 61 new posts (4 P-5, 11 P-4, 17 P-3 and 29 Local level) for field security officers in 15 vulnerable locations. Upon enquiry, the Advisory Committee was informed that the proposed posts would be located as follows: 27 in Asia and the Pacific, 6 in Europe and the Americas, 18 in East Africa, 4 in the Middle East and 6 in West Africa.

55. With particular reference to the four proposed P-5 posts, the Secretary-General indicates, in paragraph 34.57 of the budget document, that they would be located in Chile, Ethiopia, Kenya and Thailand. According to the Secretary-General, the posts are sought in order to replicate the Lebanon model, where the Chief of the Security and Safety Section and the Deputy Security Adviser both report to the country Chief Security Adviser. Both the United Nations Office at Geneva and the United Nations Office at Vienna already have P-5 Chiefs of Security and Safety Sections who also serve as the Chief Security Adviser. In Chile, Ethiopia and Thailand, the post of Chief of Security and Safety is at the P-4 level. **The Advisory Committee recalls its earlier comments on this matter, in which it questioned the replication of the Lebanon model for other United Nations duty stations in view of the fact that the only United Nations duty station with a threat level at security phase II is located in Lebanon, and expressed its disagreement with the notion that security chiefs in all duty stations should be of the same rank (see A/63/769, para. 29). Accordingly, the Committee reiterates its earlier recommendation against the establishment of the four P-5 posts requested (ibid.).**

56. **As for the remaining 57 posts proposed for field security officers, the Advisory Committee recommends the establishment of 50 posts (11 P-4, 10 P-3 and 29 Local level).**

Security and information operations centres

57. The Secretary-General is also proposing the establishment of 35 posts at the P-4 level (seven posts, including one Chief, three Senior Information Officers and three Senior Operations Officers

at each location) to staff five new country-level security and information operations centres 24 hours a day, 7 days a week (see A/64/6 (Sect. 34)/Add.1, para. 34.64). As the Secretary-General indicates in paragraphs 34.63 and 34.64 of the budget document, the role of the security and information operations centres, which also function as crisis coordination centres during periods of emergency, is to establish and maintain security situation awareness in order to minimize risk to programme delivery and to enhance the safety of United Nations staff and property. According to the Secretary-General, the centres add an important qualitative dimension to the conduct of programme delivery by providing the requisite human and technical resources for detailed security analysis, trend identification, contingency planning and emergency response coordination.

58. Upon enquiry, the Advisory Committee was informed that the functions of the centres would include the review of all situation reports, incident reports and information summaries from Field Security Coordination Officers; liaison with host country security authorities; the evaluation of threat and security-related incidents; the collection, analysis and dissemination of security information to all United Nations agencies, funds and programmes operating in the country concerned; the provision of advice on relevant standard operating procedures; and the preparation of contingency plans. **In view of the foregoing, and bearing in mind that in his earlier report on a strengthened and unified security management system for the United Nations, the Secretary-General had initially proposed the establishment of 25 P-4 posts for security and information operations centres (see A/63/605, para. 98), the Advisory Committee recommends the establishment of 25 P-4 posts, five posts in each location. The Committee further recommends that, in locations with an existing peacekeeping presence, the capacities of the Joint Operations Centre should be utilized to the maximum extent possible.**

Reclassification

59. In the budget document, the Secretary-General proposes the upward reclassification, from the P-5 to the D-1 level, of the post of Deputy to the Director of the Division of Regional Operations. The incumbent of the post would provide the necessary level of coordination and supervision of the regional desks and assist the Director in the strategic management of regional operations both at Headquarters and in the field (see A/64/6 (Sect. 34)/Add.1, para. 34.55). Although the Advisory Committee previously recommended against the establishment of a D-1 post for a Deputy Director (see A/63/769, para. 30), the proposals contained in the budget document amount to a significant expansion of the Division's capacity. **In the light of the foregoing, the Advisory Committee recommends acceptance of the proposed reclassification of the post of Deputy Director from the P-5 to the D-1 level.**

Redeployment

60. The Secretary-General is also proposing the redeployment of one P-2 post from component 2 (Field support), to the Threat and Risk Assessment Unit in order to streamline and standardize the analytical reports produced by the Unit (see A/64/6 (Sect. 34)/Add.1, paras. 34.52 and 34.80). **The Advisory Committee has no objection to the proposal of the Secretary-General.**

Subprogramme 2 (Regional field coordination and support)

Component 2 (Field support)

Regular budget

New posts

Crisis Management Support Unit

61. In the Crisis Management Support Unit, the Secretary-General is proposing the establishment of one P-5 post for a Chief of Unit, as well as one P-4 and one P-3 post to enhance the capacity of the Unit to deliver the outputs necessary to comply with its terms of reference, and

one General Service (Other level) post to provide administrative and communications support (ibid., para. 34.89).

62. In paragraph 34.87 of the budget document, the Secretary-General proposes the restructuring of the Unit's activities around the following three main functions:

(*a*) Provision of guidance and technical support to Headquarters and offices away from Headquarters;

(*b*) Standardization of planning and procedures within the Department in the areas of crisis management response and business continuity, as well as coordination on crisis management matters with United Nations and non-United Nations partners;

(*c*) Coordination of training activities for crisis management.

According to the Secretary-General, the current staff resources do not allow the Unit to perform all those functions, particularly since the Unit's support for the Crisis Coordination Centre has further diminished its ability to work on other issues related to crisis management.

63. **The Advisory Committee recommends acceptance of the establishment of one P-4 and one General Service (Other level) post to strengthen the capacity of the Crisis Management Support Unit. The Committee is not convinced that any further additional capacity is required.**

Information management team

64. The Secretary-General is also proposing the establishment of five posts, two P-4, two P-3 and one P-2, for a new core information management team to provide for the development and long-term maintenance of the new security information management systems required by the Department (ibid., para. 34.95).

65. In paragraph 34.90 of the budget document, the Secretary-General states that, since its inception, the Department of Safety and Security has been operating without a robust internal information and communications technology or information management support structure. This important lacuna was highlighted in the management review, which emphasized that the Organization should identify resources to implement and maintain a modern and flexible information management capacity in support of its analytical and operational functions. The most urgent information management needs of the Department are set out in paragraph 34.92 of the budget document. Upon request, the Advisory Committee was provided with a detailed description of the systems required. The Committee was informed that the requirements of the Department had been reviewed and endorsed by the Office of Information and Communications Technology. The Committee was further informed that the departmental systems would, to the extent possible, be integrated into the new enterprise resource planning system.

66. **The Advisory Committee recognizes the need for reliable, integrated and interoperable systems to capture and analyse data and produce reports, and is disappointed that, to date, the Department has been unable to develop a comprehensive information management strategy. The Committee believes, however, that it may be rather ambitious to expect all the desired enhancements to the existing information management capacity to be implemented during the biennium 2010–2011. Accordingly, the Advisory Committee recommends acceptance of the establishment of one P-4, one P-3 and one P-2 post for a new core information management team (see para. 76 below for the recommendation of the Committee on the related non-post resources). The Advisory Committee further recommends that the Secretary-General report on the status of implementation of information management projects in the Department, including any cost savings and/or efficiency gains realized, in the context of the proposed programme budget for the biennium 2012–2013.**

Gross budget for jointly financed activities

New posts

Critical Incident Stress Management Unit

67. The Secretary-General is proposing the establishment of four P-4 posts for counsellors in the Critical Incident Stress Management Unit. The proposed posts respond to the need for the establishment of stress counselling capacity at the country level and would therefore form part of the regional technical support team to be located in Nairobi (ibid., para. 34.77; and para. 17 above). **The Advisory Committee notes that the Office of Human Resources Management also offers stress counselling services and therefore recommends that the Secretary-General explore the possibility of consolidating all stress counselling capacity in one organizational unit. Accordingly, pending a decision on that question, the Committee recommends against the establishment of four P-4 posts for counsellors in the Critical Incident Stress Management Unit.**

Training and Development Section

68. The Secretary-General is also proposing the establishment, in the Training and Development Section, of six posts (3 P-4, 1 P-3 and 2 Local level) for security trainers. The posts would be located in Nairobi and form part of the regional technical support team (see A/64/6 (Sect. 34)/Add.1, para. 34.80; and para. 17 above). **The Advisory Committee recommends that resources equivalent to one P-4, one P-3 and two Local level posts be provided under general temporary assistance for security trainers in Nairobi. The continuing need for security training capacity in Nairobi should be assessed when the pilot project is evaluated.**

Aviation risk management

69. In paragraph 34.81 of the budget document, the Secretary-General indicates that within the United Nations system there is no single organization that looks holistically at aviation risk management with respect to the travel of staff. The Secretary-General further indicates, in paragraph 34.82, that the issue of aviation risk management was discussed at the 2008 meeting of the Aviation Technical Advisory Group, which consists of aviation safety experts from the International Civil Aviation Organization (ICAO), the World Food Programme (WFP) and the Department of Field Support. Consistent with the recommendations of the Independent Panel, the Group recommended that the Department of Safety and Security create an aviation risk management office to undertake the critical function of coordinating safety analyses of commercial passenger airlines used by United Nations staff. The Steering Committee on Safety and Security of the High-level Committee on Management also recommended the establishment of such an office in the Department to provide a holistic approach to aviation risk management throughout the United Nations security management system.

70. Accordingly, the Secretary-General is proposing the establishment of an aviation risk management office, comprising one P-4 officer, the functions of which would include coordinating with ICAO, WFP and the Department of Field Support in order to make optimum use of existing expertise and, taking United Nations aviation standards as a baseline, developing and maintaining a standardized safety checklist. The related technical work would be outsourced to ICAO (see A/64/6 (Sect. 34)/Add.1, paras. 34.83 and 34.84). **The Advisory Committee recognizes the need to develop a coordinated system-wide approach to aviation safety, but stresses that the technical aspects of the aviation risk management function must be undertaken by the competent body, namely ICAO. Since this is a new initiative, the Advisory Committee recommends the establishment of a temporary post at the P-4 level, to expire at the end of the biennium 2010–2011 unless specifically re-established by the General Assembly in the context of the programme budget for the biennium 2012–2013. Any future requests for resources for the aviation risk management office should be accompanied by an evaluation of its activities.**

Reclassification

71. The Secretary-General is proposing the reclassification of one General Service (Other level) post in the Training and Development Section to the General Service (Principal level) in order to compensate for the proposed redeployment of a P-2 to the Threat and Risk Assessment Unit (ibid., para. 34.80; and para. 60 above). **The Advisory Committee has no objection to the Secretary-General's proposal.**

Programme support

Gross budget for jointly financed activities

New posts

Executive Office

72. Under programme support, the Secretary-General is proposing the establishment, beginning on 1 January 2011, of five new posts (2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) in the Executive Office of the Department of Safety and Security (see A/64/6 (Sect. 34)/Add.1, para. 34.107). The posts are proposed in order to enable the Executive Office to assume full administrative responsibility for all Department staff in the field. In paragraph 34.105 of the budget document, the Secretary-General indicates that the Executive Office currently manages the recruitment process, including the advertising of vacancies, the identification of qualified candidates, the interview process and the rostering mechanism. The United Nations Development Programme in Copenhagen then takes responsibility for the "on-boarding" of the selected candidates.

73. The Advisory Committee notes that the above-mentioned proposal is made without prejudice to the outcome of the comprehensive review of human resources requirements in the security field (see para. 18 above), which, according to the Secretary-General, is expected to take between 12 and 18 months to complete. **The Advisory Committee believes that it would be premature to approve the establishment of new posts to perform human resources functions before the outcome of the review is known. Accordingly, it recommends against the establishment of the five posts in the Executive Office at the present time.**

B. Comments and recommendations on non-post resources

74. Estimated non-post requirements for the biennium 2010–2011, before recosting, amount to $93,791,200 under the regular budget and $73,692,300 for the gross budget for jointly financed activities, representing increases of $19,336,700, or 20.6 per cent, and $14,929,600, or 25.4 per cent, respectively. The Advisory Committee notes that the increases are due, in large part, to additional costs under general operating expenses, supplies and materials and furniture and equipment incurred as a result of the proposed establishment of a total of 395 new posts.

Other staff costs

75. The Advisory Committee notes that the estimated requirements under other staff costs include a provision for overtime and night differential. Upon enquiry, the Committee was informed that an amount of $6,736,300 was being requested under the regular budget for that purpose. **The Advisory Committee trusts that the establishment of additional Security Officer posts will, in future, result in lower requirements for overtime and night differential.**

76. Under component 2 (Field support), of subprogramme 2, the Advisory Committee notes that the Secretary-General is proposing a non-recurrent requirement of $2,599,200 for general temporary assistance equivalent to six P-3 and three General Service (Other level) positions for the initial development of security information management systems (ibid., para. 34.95). **For the reasons set out in paragraph 66 above, the Advisory Committee recommends approval of**

50 per cent of the amount proposed for general temporary assistance for the development of security information management systems.

Consultants and experts

77. The Advisory Committee notes that, under programme support, the Secretary-General is requesting an amount of $300,000 to engage a consultant (or consulting firm) to assist in the conduct of a comprehensive review of the Department's human resources strategy (ibid., para. 34.104). **In this connection, in order to keep consultancy costs to a minimum, the Advisory Committee urges the Department of Safety and Security to take maximum advantage of in-house human resources expertise (see also para. 19 above).**

78. **Subject to its recommendation in paragraph 76 above, the Advisory Committee recommends acceptance of the proposal of the Secretary-General for non-post resources, bearing in mind that the estimates will have to be adjusted in the light of its recommendations on posts set out in paragraphs 32 to 73 above.**

C. Other comments and recommendations

Responsibility of host Governments for the security and safety of United Nations staff and premises

79. During its consideration of section 34 (Safety and security) of the proposed programme budget, the Advisory Committee enquired as to the measures envisaged to ensure that the role of the host country in providing adequate and appropriate security for the United Nations continued to be respected, particularly in view of the fact that a number of formal agreements with host countries were signed many years ago, when security concerns and realities were dramatically different from those now facing the Organization (see A/59/539, para. 19).

80. The Advisory Committee was informed that, in its resolution 59/276 of 23 December 2004, the General Assembly had emphasized the need for the Organization to update or revise existing host country agreements, with a view to providing enhanced security to the United Nations. To that end, a model supplemental agreement had been prepared and was awaiting endorsement and, at its next meeting, the Inter-Agency Security Management Network was due to discuss the launching of a pilot project in several countries in order to test the practical application of the supplemental agreement. The Committee was further informed that the United Nations System Chief Executives Board for Coordination had approved the draft terms of reference for the establishment of host country liaison committees, designed to enhance discussion and relations on measures to be taken to address security issues between host Governments and United Nations offices with a view to facilitating more efficient and effective provision of services. **The Advisory Committee notes these initiatives.**

81. **The Advisory Committee acknowledges that not all host countries can provide the same level of security support to the Organization. Nevertheless, it believes that role of host Governments in the provision of safety and security services to the United Nations should not be overlooked. Accordingly, as an integral part of its efforts to strengthen threat and risk assessment capacity in the field, the Department should take steps to enhance cooperation and collaboration with national and/or local law enforcement agencies in all locations. Information on progress achieved should be included in section 34 (Safety and security) of the proposed programme budget for the biennium 2012–2013.**

Crisis management capacity

82. Upon enquiry, the Advisory Committee was provided with an organizational chart illustrating the current crisis management framework for the United Nations in New York (see annex III to the present document). The Committee notes from the budget document that, in response to a recommendation of the Office of Internal Oversight Services concerning the merging of Secretariat resources dealing with crisis management, the Crisis Management Support

Unit of the Department of Safety and Security is currently developing an integrated framework for crisis management and business continuity (see A/64/6 (Sect. 34)/Add.1, table 34.28). **The Advisory Committee expects that a new integrated framework will take an Organization-wide approach to crisis management and business continuity and will include clear reporting lines and a more streamlined structure.**

83. On a related matter, the Advisory Committee is aware that, at Headquarters, there are a number of round-the-clock communication/crisis centres, some operated by the Department of Safety and Security and some by other United Nations entities. Upon enquiry, the Committee was informed that four such centres were currently operational in New York, two managed by the Department of Safety and Security, one by the Department of Peacekeeping Operations and one by the United Nations Children's Fund. **With a view to maximizing the effectiveness and efficiency of crisis management operations, the Advisory Committee recommends that the Secretary-General explore the possibility of consolidating all four 24-hour crisis management centres in New York into one single entity.**

Standardized guidelines for determining the security presence in a given location

84. During the course of the Advisory Committee's deliberations on section 34 of the proposed programme budget, it emerged that the Department did not have a clear methodology for determining the security presence in a given location or for tailoring the security presence to the threat level. Upon enquiry, the Advisory Committee was informed that the differing security aspects of every office away from Headquarters did not allow for a standardized, template approach to security staffing. Every office away from Headquarters conducted a specific security risk assessment to determine threats and vulnerabilities and identify risk mitigation measures. Those measures took account, inter alia, of the physical location and infrastructure of the office concerned, the number of staff, the size of the compound, the programme of work, the number and type of meetings and conferences taking place, the number of VIP visits and the number of screening points. Human resources variables, including the shift system in operation and projected annual and sick leave, were also taken into consideration. **The Advisory Committee encourages the Department, as part of its efforts to put in place a set of modern information management tools, to endeavour to develop standardized guidelines for determining the security presence needed in a given location.**

IV. Conclusion

85. **The Advisory Committee recommends that, subject to the recommendations contained in the paragraphs above, the General Assembly approve the Secretary-General's proposals under section 34 (Safety and security) of the proposed programme budget for the biennium 2010–2011.**

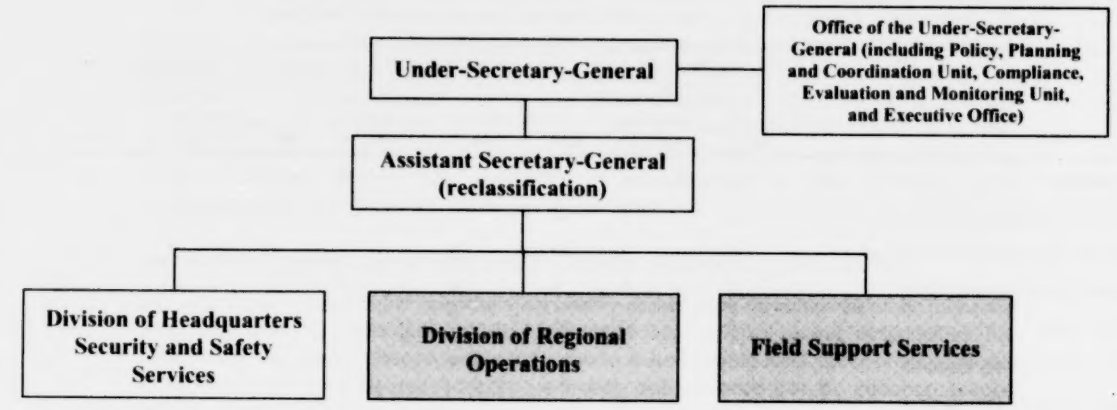
Annex I

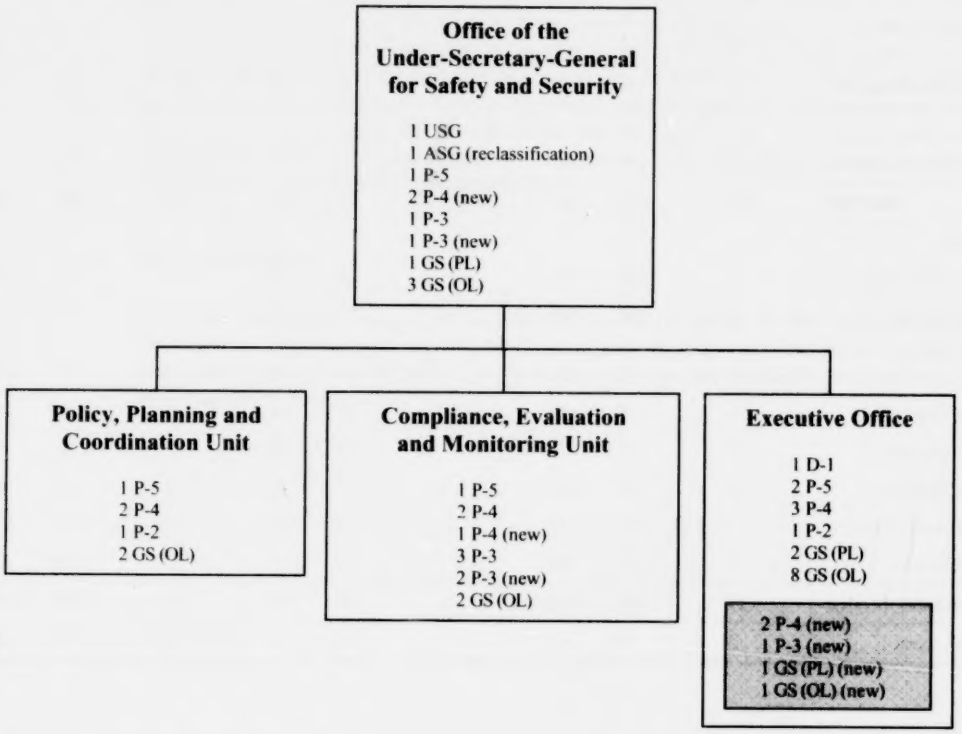
Total staffing levels for the Department of Safety and Security for the biennium 2008–2009 and proposed levels for the biennium 2010–2011, including jointly financed and regular budget posts as well as support account posts and positions funded under general temporary assistance for the capital master plan

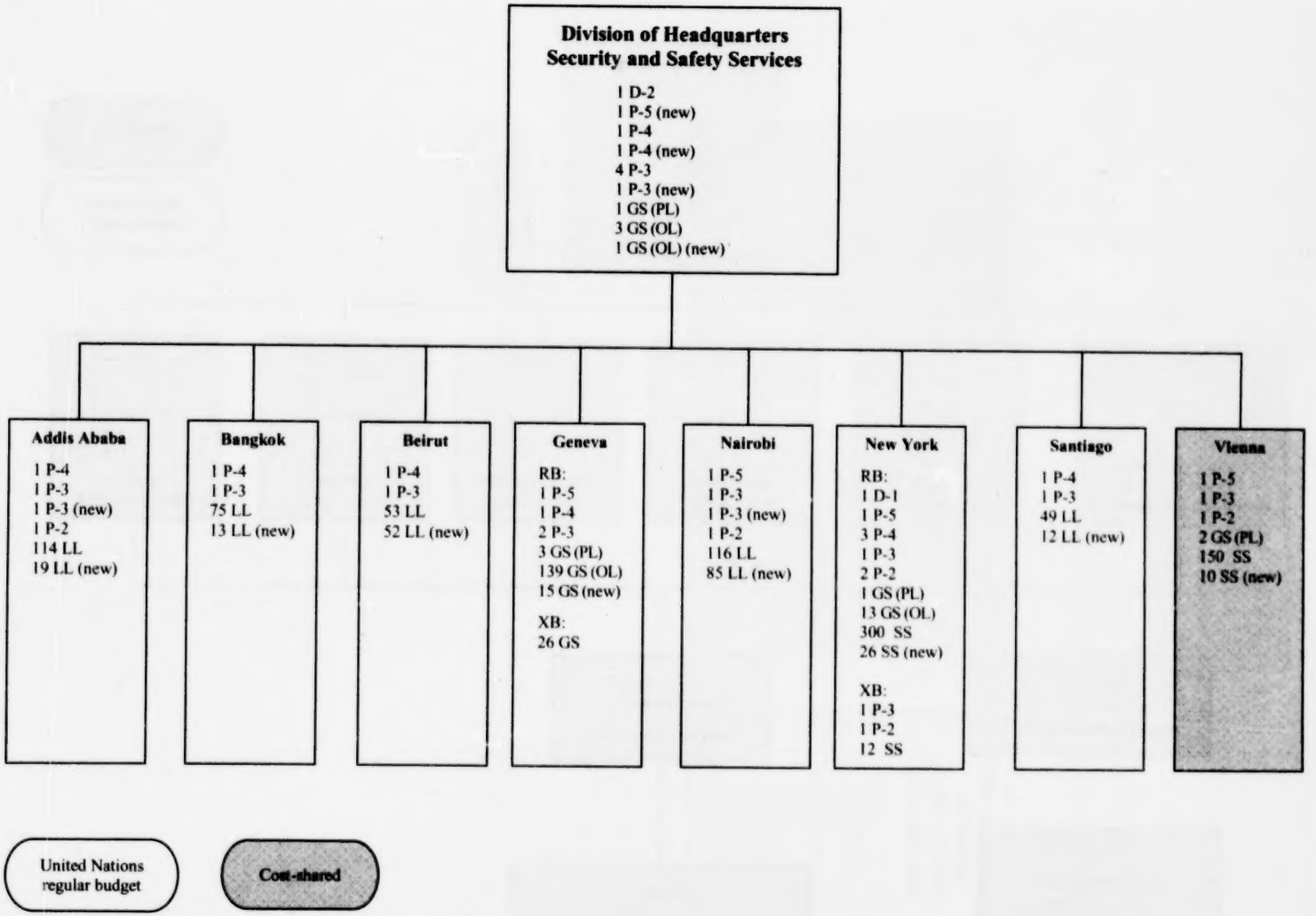
	2008–2009			*Additional proposals for 2010–2011*			*Proposed for 2010–2011*		
	Professional category	*General Service and related categories*	**Total**	*Professional category*	*General Service and related categories*	**Total**	*Professional category*	*General Service and related categories*	**Total**
Headquarters									
Office of the Under-Secretary-General	14	8	**22**	6	—	**6**	20	8	**28**
Security and Safety Division, Operations	6	4	**10**	3	1	**4**	9	5	**14**
Crisis and information management	5	2	**7**	8	1	**9**	13	3	**16**
Executive Office	7	10	**17**	—	—	**—**	7	10	**17**
Executive Office (jointly financed)	—	—	**—**	3	2	**5**	3	2	**5**
Division of Regional Operations (jointly financed)	24	19	**43**	16	2	**18**	40	21	**61**
Field Support Service, including regional hub in Nairobi (jointly financed)	23	7	**30**	8	2	**10**	31	9	**40**
Peacekeeping Operations Support Service (support account)	13	5	**18**	—	—	**—**	13	5	**18**
Total, Headquarters	**92**	**55**	**147**	**44**	**8**	**52**	**136**	**63**	**199**
Field									
Field Security Operations (jointly financed)	250	369	**619**	80	29	**109**	330	398	**728**
Total field	**250**	**369**	**619**	**80**	**29**	**109**	**330**	**398**	**728**
Security and Safety Services									
Security and Safety Services, New York	8	314	**322**	—	26	**26**	8	340	**348**
Security and Safety Section, Geneva	4	142	**146**	—	15	**15**	4	157	**161**
Security and Safety Section, Vienna (jointly financed)	3	152	**155**	1	11	**12**	4	163	**167**
Security and Safety Section, Nairobi	3	116	**119**	1	85	**86**	4	201	**205**
Security and Safety Section, Bangkok	2	75	**77**	—	13	**13**	2	88	**90**
Security and Safety Section, Santiago	2	49	**51**	—	12	**12**	2	61	**63**
Security and Safety Section, Addis Ababa	3	114	**117**	1	19	**20**	4	133	**137**
Security and Safety Section, Beirut	2	53	**55**	—	52	**52**	2	105	**107**
Total, Security and Safety Services	**27**	**1 015**	**1 042**	**3**	**233**	**236**	**30**	**1 248**	**1 278**
Capital master plan associated costs	5	58	**63**	3	41	**44**	8	99	**107**

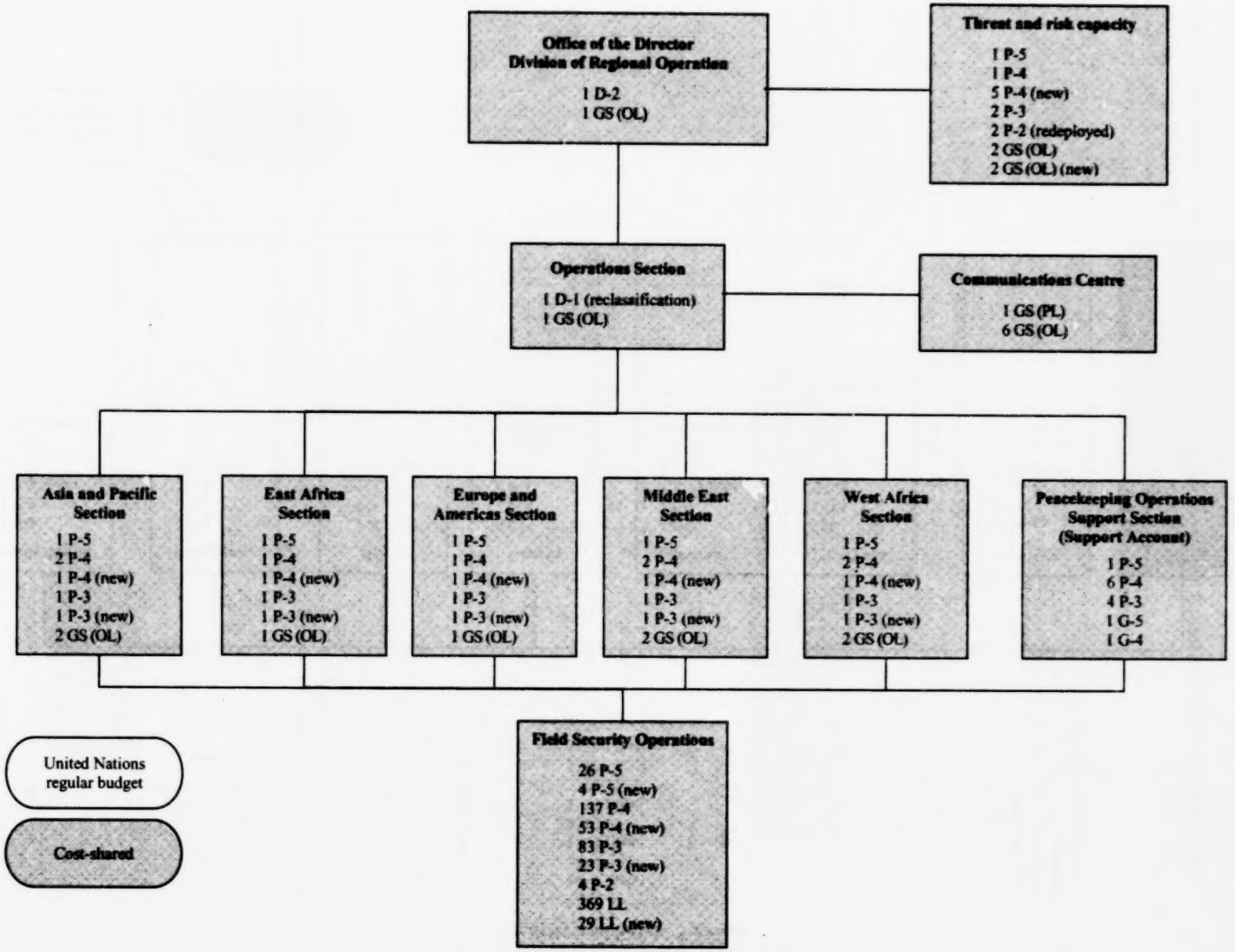
Annex II

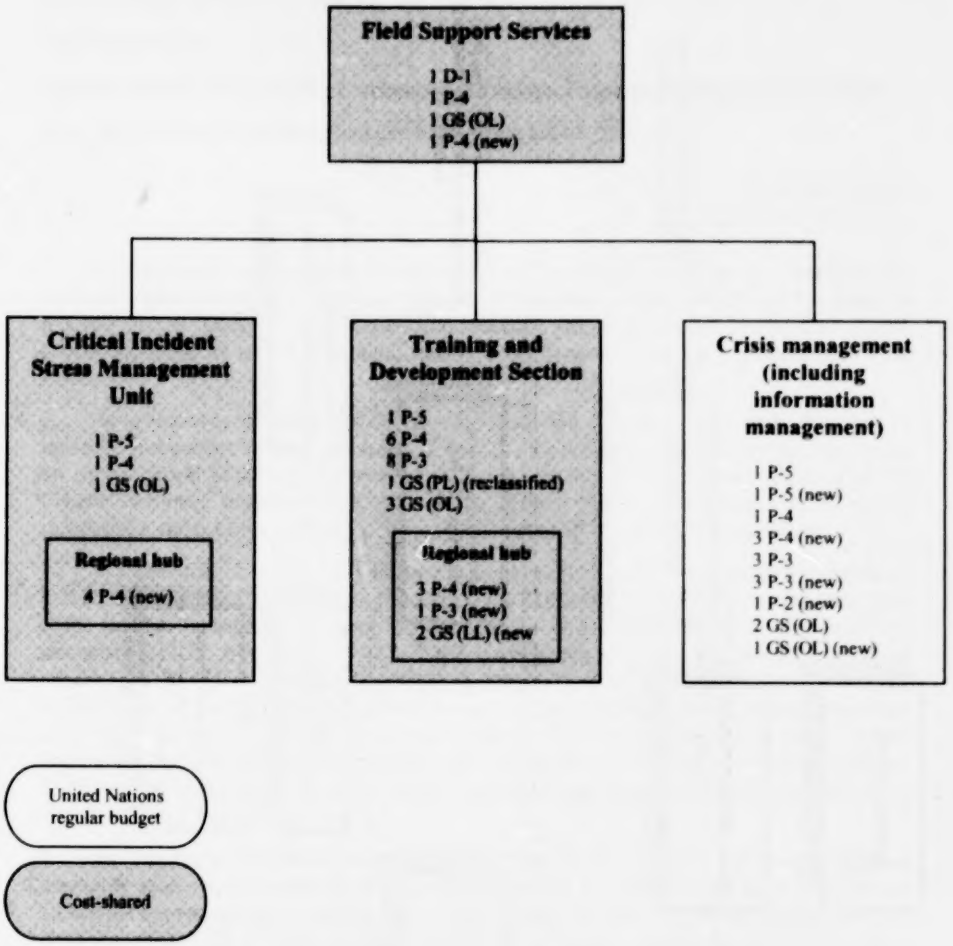
Proposed organization chart and post distribution for the Department of Safety and Security for the biennium 2010–2011


Under-Secretary-General
Office of the Under-Secretary-General (including Policy, Planning and Coordination Unit, Compliance, Evaluation and Monitoring Unit, and Executive Office)
Assistant Secretary-General (reclassification)
Division of Headquarters Security and Safety Services
Division of Regional Operations
Field Support Services



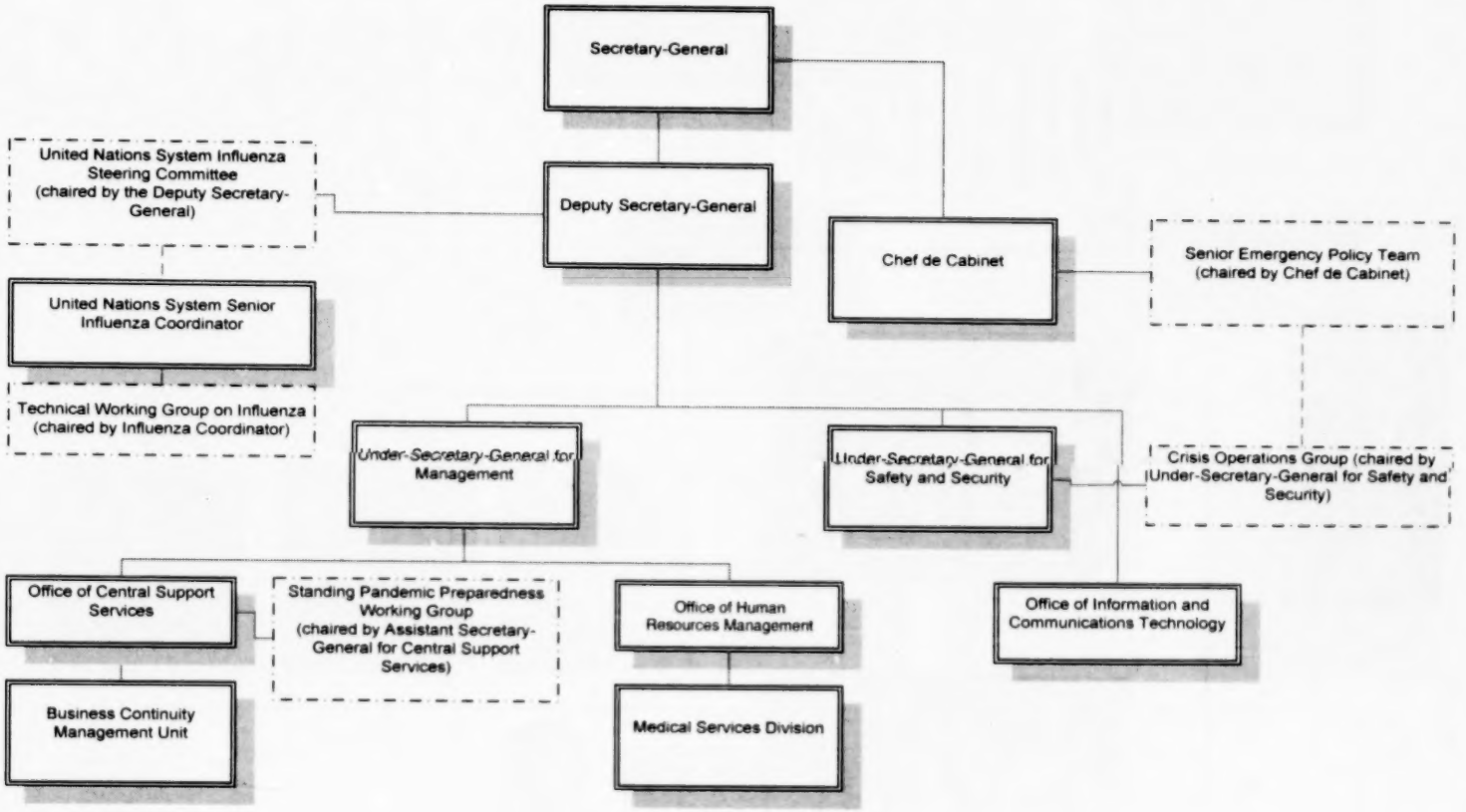

Division of Headquarters Security and Safety Services
1 D-2
1 P-5 (new)
1 P-4
1 P-4 (new)
4 P-3
1 P-3 (new)
1 GS (PL)
3 GS (OL)
1 GS (OL) (new)
Addis Ababa
1 P-4
1 P-3
1 P-3 (new)
1 P-2
114 LL
19 LL (new)
Bangkok
1 P-4
1 P-3
75 LL
13 LL (new)
Beirut
1 P-4
1 P-3
53 LL
52 LL (new)
Geneva
RB:
1 P-5
1 P-4
2 P-3
3 GS (PL)
139 GS (OL)
15 GS (new)
XB:
26 GS
Nairobi
1 P-5
1 P-3
1 P-3 (new)
1 P-2
116 LL
85 LL (new)
New York
RB:
1 D-1
1 P-5
3 P-4
1 P-3
2 P-2
1 GS (PL)
13 GS (OL)
300 SS
26 SS (new)
XB:
1 P-3
1 P-2
12 SS
Santiago
1 P-4
1 P-3
49 LL
12 LL (new)
Vienna
1 P-5
1 P-3
1 P-2
2 GS (PL)
150 SS
10 SS (new)
United Nations regular budget
Cost-shared


Office of the Director
Division of Regional Operation
1 D-2
1 GS (OL)
Threat and risk capacity
1 P-5
1 P-4
5 P-4 (new)
2 P-3
2 P-2 (redeployed)
2 GS (OL)
2 GS (OL) (new)
Operations Section
1 D-1 (reclassification)
1 GS (OL)
Communications Centre
1 GS (PL)
6 GS (OL)
Asia and Pacific Section
1 P-5
2 P-4
1 P-4 (new)
1 P-3
1 P-3 (new)
2 GS (OL)
East Africa Section
1 P-5
1 P-4
1 P-4 (new)
1 P-3
1 P-3 (new)
1 GS (OL)
Europe and Americas Section
1 P-5
1 P-4
1 P-4 (new)
1 P-3
1 P-3 (new)
1 GS (OL)
Middle East Section
1 P-5
2 P-4
1 P-4 (new)
1 P-3
1 P-3 (new)
2 GS (OL)
West Africa Section
1 P-5
2 P-4
1 P-4 (new)
1 P-3
1 P-3 (new)
2 GS (OL)
Peacekeeping Operations Support Section (Support Account)
1 P-5
6 P-4
4 P-3
1 G-5
1 G-4
Field Security Operations
26 P-5
4 P-5 (new)
137 P-4
53 P-4 (new)
83 P-3
23 P-3 (new)
4 P-2
369 LL
29 LL (new)
United Nations regular budget
Cost-shared


Field Support Services
1 D-1
1 P-4
1 GS (OL)
1 P-4 (new)
Critical Incident Stress Management Unit
1 P-5
1 P-4
1 GS (OL)
Regional hub
4 P-4 (new)
Training and Development Section
1 P-5
6 P-4
8 P-3
1 GS (PL) (reclassified)
3 GS (OL)
Regional hub
3 P-4 (new)
1 P-3 (new)
2 GS (LL) (new
Crisis management (including information management)
1 P-5
1 P-5 (new)
1 P-4
3 P-4 (new)
3 P-3
3 P-3 (new)
1 P-2 (new)
2 GS (OL)
1 GS (OL) (new)
United Nations regular budget
Cost-shared

Annex III

United Nations framework for crisis management, New York


Secretary-General
United Nations System Influenza Steering Committee (chaired by the Deputy Secretary-General)
Deputy Secretary-General
Chef de Cabinet
Senior Emergency Policy Team (chaired by Chef de Cabinet)
United Nations System Senior Influenza Coordinator
Technical Working Group on Influenza (chaired by Influenza Coordinator)
Under-Secretary-General for Management
Under-Secretary-General for Safety and Security
Crisis Operations Group (chaired by Under-Secretary-General for Safety and Security)
Office of Central Support Services
Standing Pandemic Preparedness Working Group (chaired by Assistant Secretary-General for Central Support Services)
Office of Human Resources Management
Office of Information and Communications Technology
Business Continuity Management Unit
Medical Services Division

Document A/64/7/Add.17

Eighteenth report

Institutionalization of the Counter-Terrorism Implementation Task Force

Programme budget implications of draft resolution A/64/L.27

[Original: English]
[16 December 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly (A/C.5/64/11) on the programme budget implications of draft resolution A/64/L.27 on the institutionalization of the Counter-Terrorism Implementation Task Force[1].

2. As indicated in paragraph 1 of the Secretary-General's statement (ibid.), under the terms of operative paragraph 1 of draft resolution A/64/L.27, the General Assembly would request the Secretary-General to provide the resources necessary to finalize the institutionalization of the Counter-Terrorism Implementation Task Force without delay in order to ensure overall coordination and coherence in the counter-terrorism efforts of the United Nations system.

3. The statement of the Secretary-General indicates that additional resources in the amount of US$1,949,900 gross ($1,778,700 net) would be required in connection with the institutionalization of the Counter-Terrorism Implementation Task Force. The provision reflects the request for six new posts (1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)) amounting to $1,088,400, as well as non-post resources of $690,300, including $1,000 for hospitality and $244,600 for official travel. The Committee is of the view that the resources requested for hospitality should be accommodated from within the overall level of resources provided in the proposed programme budget for the Department of Political Affairs. Furthermore, the Committee is also of the view that the Counter-Terrorism Implementation Task Force should exercise a high degree of prudence in the use of resources related to official travel.

4. **The Advisory Committee recommends that the Fifth Committee inform the General Assembly that, should it adopt draft resolution A/64/L.27, there would be a need for an additional appropriation in the amount of $1,949,900 gross ($1,778,700 net) under section 3 (Political affairs) ($1,409,600), section 28D (Office of Central Support Services) ($369,100) and section 36 (Staff assessment) ($171,200), to be offset by the same amount under income section 1 (Income from staff assessment) of the proposed programme budget for the biennium 2010–2011. This would represent a charge against the contingency fund and, as such, would require appropriation for the biennium.**

Notes

[1] The General Assembly adopted the draft resolution on 24 December 2009 as resolution 64/235.

Document A/64/7/Add.18*

Nineteenth report

Limited budgetary discretion

[Original: English]
[17 December 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on limited budgetary discretion (A/64/562). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The General Assembly, in paragraph 11 of its resolution 60/246 of 23 December 2005, recognized the need for limited discretion in budgetary implementation for the Secretary-General, within defined parameters, to be agreed by the Assembly along with clear accountability mechanisms to the Assembly for its use. The Assembly, in section III, paragraph 6, of its resolution 60/283 of 7 July 2006, decided to authorize the Secretary-General, on an experimental basis, a limited discretion for budgetary implementation for the bienniums 2006–2007 and 2008–2009, to enter into commitments up to US$20 million in each biennium for positions and non-post requirements for the purpose of meeting the evolving needs of the Organization in attaining it mandated programmes and activities. The Assembly, in section III, paragraphs 8 (*a*) to (*i*), of resolution 60/283, decided that the authorization would be implemented in line with nine principles.

3. The Secretary-General proposes that the limited budgetary discretionary authority mechanism be continued as an established procedure, with the following three modifications (ibid., paras. 17–20): (*a*) an increase in the amount of the limited budgetary discretion from $20 million to $30 million per biennium for the purpose of meeting the evolving needs of the Organization; (*b*) prior concurrence of the Advisory Committee for amounts exceeding $10 million per biennium, representing an increase from $6 million per biennium; and (*c*) a utilization of the authority for cross-cutting activities except, as decided by the General Assembly in section III, paragraph 8 (*e*), of its resolution 60/283, in instances calling for the implementation of decisions from "within existing resources".

4. The Advisory Committee recalls that the General Assembly, in section III, paragraphs 10 (*a*) to (*d*), of its resolution 60/283, requested that the comprehensive report of the Secretary-General on the implementation of the experiment of the limited budgetary discretionary mechanism include the following aspects:

(*a*) The utilization of the experiment during the course of the two bienniums;

(*b*) Implications, if any, for the human resources management policies and the Financial Regulations and Rules of the United Nations;

(*c*) The impact on programme delivery, as well as on the priorities of the Organization as set by Member States;

(*d*) The criteria used by the Secretary-General to define the evolving needs of the Organization.

5. The table below summarizes the Secretary-General's utilization of the limited budgetary discretion during the bienniums 2006–2007 and 2008–2009.

* Reissued for technical reasons on 4 January 2010.

Utilization of the limited budgetary discretionary authority for 2006–2007 and 2008–2009

(United States dollars)

Limited budgetary discretion used for [a]	*2006–2007*[b,c]	*2008–2009*[d]	**Total**
Avian influenza pandemic preparedness	5 300 000	—	**5 300 000**
Human influenza pandemic preparedness	—	8 556 100	**8 556 100**
Enterprise resource planning project	—	2 764 000	**2 764 000**
To address fire safety deficiencies at United Nations Headquarters	3 500 000	—	**3 500 000**
Total	**8 800 000**	**11 320 100**	**20 120 100**

[a] The requirements have been funded through the utilization of savings under various programme budget sections.

[b] No use of the limited budgetary discretion was made in 2006 (see A/64/562, para. 8).

[c] See A/64/562, para. 9.

[d] See A/64/545, para. 28, and General Assembly resolution 63/262, sect. II, paras. 18–20.

6. The Advisory Committee points out that the following mechanisms exist, with specific conditions, to fund activities that had not been provided for in the programme budget:

(*a*) Under the terms of General Assembly resolution 62/239 of 22 December 2007 on unforeseen and extraordinary expenses for the biennium 2008–2009, the Secretary-General is authorized, with prior concurrence of the Advisory Committee, to enter into commitments for: (i) amounts not exceeding a total of $8 million in one year relating to the maintenance of peace and security; (ii) such commitments as the President of the International Court of Justice certifies relating to Court expenses; and (iii) amounts not exceeding a total of $1 million for security measures;

(*b*) Under the terms of General Assembly resolution 41/213 of 19 December 1986 and, most recently, Assembly resolution 63/266 of 24 December 2008, the level of the contingency fund was approved by the General Assembly as 0.75 per cent of the preliminary estimate of the programme budget;

(*c*) Transfers between appropriations (financial regulation 5.6 and financial rule 105.1);

(*d*) Commitments against appropriations for future financial periods (financial regulation 5.7 and financial rule 105.2);

In addition, the Working Capital Fund can provide funds to finance mandated activities in advance of receipt of funding.

7. **The Advisory Committee regrets the late issuance of the report of the Secretary-General, approximately one week prior to the closure of the main part of the sixty-fourth session of the General Assembly. Furthermore, the report did not adequately respond to the request of the Assembly in section III, paragraphs 10 (*a*) to (*d*), of its resolution 60/283. The report lacked adequate justification and/or explanation to support the request of the Secretary-General.**

8. **The Advisory Committee regrets that only one of the four criteria requested by the General Assembly, namely information on the utilization of the experiment to-date, was fully addressed in the report of the Secretary-General. While the annex to the report sets out questions to be examined when considering the possible use of the limited discretionary authority, it does not clarify how these questions would affect a decision to employ it. The Committee recalls that the Assembly, in section III, paragraph 10 (*d*), of its resolution 60/283, requested the Secretary-General to report on the criteria used to define the evolving needs of the Organization.**

9. The Advisory Committee is of the opinion that the limited budgetary authority to the Secretary-General has been authorized by the General Assembly on an experimental basis and that its formal establishment as a mechanism, as requested by the Secretary-General, is a policy decision to be made by the Member States. In this context, but bearing in mind the shortcomings of the report of the Secretary-General, the Advisory Committee does not object to the continuation of the current arrangements for the exercising of the limited discretionary authority by the Secretary-General for the biennium 2010–2011. The Advisory Committee recommends that the Secretary-General be requested to submit a comprehensive report to the Assembly at its sixty-sixth session that fully addresses all of the requests made by the Assembly in section III, paragraphs 10 (*a*) to (*d*), of its resolution 60/283.

Document A/64/7/Add.19

Twentieth report

Revised estimates: effect of changes in rates of exchange and inflation

[Original: English]
[18 December 2009]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the reports of the Secretary-General on the effect of changes in rates of exchange and inflation on the proposed programme budget for the biennium 2010–2011 (A/64/576) and on the proposed budgets of both the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia for the biennium 2010–2011 (A/64/570). During its consideration of the reports, the Advisory Committee met with representatives of the Secretary-General, who provided additional information.

Effect of changes in rates of exchange and inflation on the proposed programme budget for the biennium 2010–2011

2. The impact of the proposed recosting on the proposed programme budget for the biennium 2010–2011 is a decrease of US$63,702,800 under the expenditure sections, from $5,207,159,600 (if the recommendations of the Advisory Committee were to be applied) to $5,143,456,800, and a decrease of $6,891,700 under income sections 1 to 3 of the proposed programme budget, from $570,080,900 (if the recommendations of the Advisory Committee were to be applied) to $563,189,200. The revised requirements under the expenditure sections of $5,143,456,800 reflect the combined effect of recommendations of the Advisory Committee in document A/64/7 and in documents A/64/7/Add.4, 6 and 8-10 in the present supplement, which would result in additional requirements totalling $3,627,600; an increase of $47,214,200 resulting from revised exchange-rate assumptions; and a reduction of $110,917,000 related to revised inflation assumptions.

3. The recosting described in the report of the Secretary-General on the effect of changes in rates of exchange and inflation (A/64/576) is based on the initial budget proposals of the Secretary-General, as well as the relevant addenda and revised estimates,[1] and amended in accordance with the recommendations of the Advisory Committee, using the data available as of December 2009. As noted in paragraph 4 of the report, the indicative inclusion of the effect of applying the recommendations of the Committee is provided without prejudice to decisions yet to be made by the General Assembly on those recommendations. Not included in the recosting estimate is the impact of the recommendations of the Advisory Committee on a number of reports of the Secretary-General[2] that were under consideration by the Committee at the time of preparation of the Secretary-General's report.

4. The Secretary-General's report provides details on the methodology used in the recosting of exchange-rate fluctuations and inflation (paras. 8, 9 and 12). As indicated in paragraph 2 of the report, consistent with the views of the Advisory Committee, the recosting exercise reflects such operational rates of exchange as would allow for the lowest estimates.

5. As indicated in paragraph 10 of the report, the estimated decrease in requirements of $110.9 million for inflation reflects lower requirements in respect of Professional salaries ($19.1 million), General Service salaries ($30.9 million), staff assessment ($12.3 million) and non-post objects of expenditure ($48.6 million).

Effect of changes in rates of exchange and inflation on the proposed budgets of both the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia for the biennium 2010–2011

6. The recosting reflected in the report of the Secretary-General on the effect of changes in rates of exchange and inflation on the proposed budgets of both the International Criminal

Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia for the biennium 2010-2011 (A/64/570) reflects the impact of the latest data on actual inflation, the outcome of salary surveys, the annual cost-of-living adjustments, the movement of post adjustment indices in 2009 and the effect of the evolution of operational rates of exchange in 2009.

7. After recosting, the resource requirements for the two Tribunals for the biennium 2010-2011, as proposed by the Secretary-General and taking into account the recommendations of the Advisory Committee, would amount to $244,615,400 gross for the International Criminal Tribunal for Rwanda (an increase of $5,186,500) and $290,923,100 gross for the International Tribunal for the Former Yugoslavia (an increase of $16,783,000).

8. In the case of the International Criminal Tribunal for Rwanda, the estimated increase of $5,186,500 reflects the combined effect of a reduction of $995,400 due to revised exchange-rate assumptions and an increase of $6,181,900 for recosted inflation. For the International Tribunal for the Former Yugoslavia, the total increase of $16,783,000 reflects the combined effect of additional requirements of $18,181,500 due to revised exchange-rate assumptions and a reduction of $1,398,500 for recosted inflation.

9. As indicated in paragraph 2 of the report, consistent with the views of the Advisory Committee, the recosting exercise reflects such operational rates of exchange as would allow for the lowest estimates.

Conclusion

10. **The Advisory Committee finds no technical basis for objecting to the revised estimates of the Secretary-General arising from the recosting of the effect of changes in rates of exchange and inflation as reflected in his reports (A/64/576 and A/64/570) and, accordingly, transmits them to the General Assembly for consideration.**

Notes

[1] Budget documents issued by section under the symbol A/64/6, as well as budget proposals in documents A/64/366, A/64/380, A/64/472, A/64/477, A/64/532, A/C.5/64/2 and A/C.5/64/11-13.

[2] Not included for consideration in the Secretary-General's report is the impact of the recommendations of the Advisory Committee on the addendum to section 34 (Safety and security) of the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 34)/Add.1), revised estimates related to a strengthened and unified security management system for the United Nations (A/64/532), and statements of programme budget implications of draft resolutions (A/C.5/64/11-13).

Document A/64/7/Add.20

Twenty-first report

Conditions of service for the ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda

[Original: English]
[11 February 2010]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the conditions of service for the ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda (A/64/635 and Corr.1). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. In paragraph 5 of his report, the Secretary-General indicates that the report was submitted in response to requests from the Presidents of the two Tribunals to bring to the urgent attention of the General Assembly the issue of the terms and conditions of the ad litem judges of the two Tribunals, in particular the issue of pension benefits. In its resolution 64/239 of 24 December 2009, the General Assembly noted that the Secretary-General was conducting a review of conditions of service of ad litem judges at the International Criminal Tribunal for Rwanda and stated that it anticipated addressing the review at the first part of its resumed sixty-fourth session. The Advisory Committee notes, in this regard, that in section I, paragraph 8, of its resolution 63/259 of 24 December 2008, the General Assembly decided that the emoluments, pensions and other conditions of service for the members of the International Court of Justice and the judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda would next be reviewed at its sixty-fifth session, including options for defined benefit and defined contribution pension schemes.

3. By its resolutions 1329 (2000) of 30 November 2000 and 1431 (2002) of 14 August 2002, the Security Council decided to establish pools of ad litem judges at the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda, and also decided to amend the relevant articles of the statutes of the Tribunals. As the Secretary-General indicates in paragraph 8 of his report, article 13 ter of the statute of the International Tribunal for the Former Yugoslavia provides that, during their four-year term, ad litem judges will be appointed by the Secretary-General, upon request of the President of the Tribunal, to serve in the Trial Chambers for one or more trials, for a cumulative period of up to, but not including, three years. Identical provisions applicable to the International Criminal Tribunal for Rwanda are set out in article 12 ter of its statute. In paragraph 9 of his report, the Secretary-General further indicates that article 13 quater, paragraph (1) (*a*), of the statute of the International Tribunal for the Former Yugoslavia and article 12 quater, paragraph (1) (*a*), of the statute of the International Criminal Tribunal for Rwanda provide that ad litem judges at both Tribunals shall benefit from the same terms and conditions of service, mutatis mutandis, as the permanent judges.

4. In paragraph 10 of his report, the Secretary-General notes that, by means of various resolutions, the Security Council has extended the terms of office of ad litem judges of both Tribunals beyond the maximum cumulative period of three years in order to assist the Tribunals in the implementation of their completion strategies (see, inter alia, Council resolutions 1705 (2006) of 29 August 2006, 1717 (2006) of 13 October 2006 and 1877 (2009) and 1878 (2009) of 7 July 2009). As a result, by the time that the Tribunals complete their trials, a number of ad litem judges will have served for continuous periods of more than three years. A table showing the length of service of the ad litem judges currently serving at both Tribunals is provided in the annex to the present report.

5. The Advisory Committee was further informed, upon enquiry, that the Security Council had decided to extend the mandates of particular ad litem judges beyond the three-year maximum in order to avoid the possible need to restart trials or to replace an ad litem judge for the short amount of time remaining before the completion of a trial. At both Tribunals, the joining of multiple accused persons into a single trial, many of which involved ad litem judges, had resulted in trials lasting over three years. The Committee was also informed by representatives of the International Tribunal for the Former Yugoslavia that while such joinders had necessitated the extension of the terms of some ad litem judges, they had also led to significant savings and greater overall efficiency.

6. It is argued by both Tribunals that, since the period of service of ad litem judges will have exceeded three years and since they will have assumed the same responsibilities as the permanent judges, ad litem judges should be entitled to the same remuneration, benefits and allowances paid to the permanent judges. For those reasons, in paragraph 20 of his report, the Secretary-General states that, since the conditions of service applicable to the judges of the Tribunals are set and approved by the General Assembly, the Assembly may wish to decide to extend the pension scheme of the permanent judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda to the ad litem judges.

7. In section IV of his report, the Secretary-General sets out the financial implications of a General Assembly decision to extend the pension scheme currently applicable to permanent judges of the two Tribunals (see paras. 15–17 of the report) to ad litem judges with more than three years' continuous service. The related annual budgetary requirements are estimated at US$421,300 for the International Criminal Tribunal for Rwanda and $346,566 for the International Tribunal for the Former Yugoslavia, based on the current terms of service of the ad litem judges. The Secretary-General notes that the additional requirements for the biennium 2010–2011 would be subject to the actual dates of completion of the judges' terms of service, and that the actual expenditures would be addressed in the context of the relevant performance reports.

8. It should be recalled that, following the Security Council's decision to establish a pool of ad litem judges at the International Tribunal for the Former Yugoslavia, the Advisory Committee pointed out that the limitation of service to a cumulative period of less than three years had the effect of preventing ad litem judges from reaching the three-year threshold after which they would be eligible for pension benefits. The Committee acknowledged, however, that it was conceivable, although highly unlikely, that circumstances could lead to a trial lasting long enough that the service of an ad litem judge would exceed three years. To cover that eventuality, the Committee recommended that the relevant letter of appointment should contain a proviso that, notwithstanding such a development, the consequential extension of service would not give rise to any additional entitlements or benefits other than those which already exist and which would be extended pro rata by virtue of the extension of service (see A/55/806, para. 14). The General Assembly, in its resolution 55/249 of 12 April 2001, endorsed that recommendation and, upon enquiry, the Advisory Committee was informed that the aforementioned proviso had been included in all letters of appointment signed by ad litem judges at both Tribunals.

9. In the Advisory Committee's view, a number of issues should be borne in mind by the General Assembly when it considers this matter. The first of these is the question of eligibility as it relates to length of service. In this connection, the Advisory Committee points out that the statute of neither the International Tribunal for the Former Yugoslavia nor the International Criminal Tribunal for Rwanda explicitly disqualifies ad litem judges from receiving pension benefits. Under the relevant pension scheme regulations, judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda who have ceased to hold office and have reached the age of 60 are entitled, during the remainder of their lives, to a retirement pension provided that they have completed at least three years of service (see annexes II and III to General Assembly resolution 58/264 of 23 December 2003). It is the limitation of service of ad litem judges to a cumulative period of less than three years that has had the effect of preventing them from becoming eligible for pension benefits. However, following the decisions of the Security Council referred to in paragraph 4 above, a number of ad litem judges of both Tribunals

have now served for cumulative periods in excess of three years. In this respect, those individuals could, in accordance with the aforementioned pension scheme regulations, be eligible for pension benefits.

10. The General Assembly may also wish to bear in mind the issues raised in paragraph 3 of the Secretary-General's report (A/64/635 and Corr.1). In that paragraph, the Secretary-General states that, according to the President of the International Criminal Tribunal for Rwanda, the workload of the ad litem judges is identical to that of the permanent judges and that their responsibilities are nearly identical. The President therefore notes that the continued differences in the terms and conditions of service of the permanent and the ad litem judges are no longer justified and should be addressed in the interest of both equity and the successful implementation of the completion strategy.

11. Upon enquiry, the Advisory Committee was informed that, at the International Criminal Tribunal for Rwanda, the differences in the employment conditions of the permanent and ad litem judges were those described in article 12 quater, paragraph (2), of the Tribunal's statute, namely that ad litem judges were not eligible for election as, or to vote in the election of, the President of the Tribunal or the Presiding Judge of a Trial Chamber; nor did they have power to adopt rules of procedure and evidence, review an indictment or consult with the President of the Tribunal in relation to the assignment of judges or in relation to a pardon or commutation of sentence. With respect to the International Tribunal for the Former Yugoslavia, the Advisory Committee was informed that there were many responsibilities that only the permanent judges were authorized to undertake, such as contempt cases, applications from domestic jurisdictions for access to confidential information and appeals proceedings.

12. The Advisory Committee was further informed by the International Criminal Tribunal for Rwanda that the General Assembly's original decision to withhold certain entitlements and allowances from the ad litem judges (pension benefits, relocation allowance and education grant) was based on the mutatis mutandis clause in article 12 quater, paragraph (1) (*a*), of its statute (see para. 3 above). At that time, the Assembly endorsed the Advisory Committee's recommendation that, by virtue of the limitation on their length of service, ad litem judges should not be eligible for certain entitlements and allowances available to the permanent judges (see A/55/806, paras. 7–15; and Assembly resolution 55/249). In determining whether the existing pension scheme for permanent judges should be extended to cover ad litem judges who have served continuously for more than three years, the General Assembly may wish to consider whether, given the changed circumstances of the Tribunals' operations (namely that the number of ad litem judges has been temporarily increased; several ad litem judges have been authorized by the Security Council to serve beyond the three-year maximum; and some Trial Chambers have been split into sections which may consist only of ad litem judges), the differences in the conditions of service of the two categories of judge continue to be justified.

13. With regard to the Tribunals' completion strategies, the Advisory Committee was informed, upon enquiry, that if an ad litem judge leaves the service of a Tribunal before the completion of the case to which he/she is assigned, a substitute judge may be appointed. The proceedings may recommence only when the substitute has certified that he/she has familiarized him/herself with the record of the proceedings. Only one such substitution may be made during a hearing. The need for a second substitute would require the case to be reheard from the beginning.

14. The foregoing explanation suggests that the departure of ad litem judges before the conclusion of the cases that they are hearing could delay the proceedings and therefore affect the ability of the Tribunals to complete their work on time. The report of the Secretary-General, however, contains no indication that, if the General Assembly were to retain the current terms and conditions of service, ad litem judges who have exceeded or will soon exceed the three-year period would resign before the completion of their cases.

15. **Given the differences in a number of conditions of service of the ad litem and the permanent judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda, the Advisory Committee is of the view that it would be most appropriate to consider the matter of pension benefits for the ad litem judges in the context of the wider review of the emoluments, pensions and other conditions of service for the members of the International Court of Justice and the judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda to be conducted by the General Assembly at its sixty-fifth session.**

Annex

Length of service of ad litem judges currently serving at the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda

Judge	*Date term began*	*Date term ends (projected)*	*Completed years of service as at end of term*
International Tribunal for the Former Yugoslavia			
Judge A	15 December 2008	30 August 2012	3 years 8 months
Judge B	27 February 2008	30 September 2010	2 years 7 months
Judge C	3 March 2008	30 June 2011	3 years 3 months
Judge D	8 January 2007	31 March 2011	4 years 2 months
Judge E	3 March 2008	30 June 2010	2 years 3 months
Judge F	2 July 2007	30 August 2012	5 years 1 month
Judge G	25 April 2006	31 January 2011	4 years 9 months
Judge H	15 December 2009	28 February 2011	1 year 2 months
Judge I	27 February 2008	30 June 2011	3 years 4 months
Judge J	3 April 2006	31 January 2011	4 years 9 months
Judge K	3 July 2006	31 March 2010	3 years 8 months
Judge L	11 July 2006	28 February 2010	3 years 7 months
Judge M	3 April 2006	31 January 2011	4 years 9 months
International Criminal Tribunal for Rwanda			
Judge 1	27 January 2009	31 December 2010	1 year 11 months
Judge 2	24 October 2003	31 December 2010	7 years 2 months
Judge 3	31 August 2003	31 December 2010	7 years 4 months
Judge 4	11 September 2004	31 December 2010	6 years 3 months
Judge 5	1 May 2007	31 December 2010	3 years 8 months
Judge 6	10 September 2004	31 December 2010	6 years 3 months
Judge 7	7 January 2009	31 December 2010	1 year 11 months
Judge 8	22 October 2003	31 December 2010	7 years 2 months
Judge 9	10 September 2004	31 December 2010	6 years 3 months
Judge 10	24 January 2009	31 December 2010	1 year 11 months
Judge 11	20 March 2004	31 December 2010	6 years 9 months

Document A/64/7/Add.21

Twenty-second report

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

[Original: English]
[12 February 2010]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/64/349/Add.6). The report contains the proposed additional resource requirements for the period from 1 January to 31 December 2010 for three special political missions, namely the United Nations Representative on the International Advisory and Monitoring Board of the Development Fund for Iraq, the Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Al-Qaida and the Taliban and associated individuals and entities and the Monitoring Group on Somalia. During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The Advisory Committee recalls that the General Assembly, in its resolution 64/245 of 24 December 2009, approved an overall provision of US$1 billion for special political missions under section 3 (Political affairs), of the proposed programme budget for the biennium 2010–2011. The Assembly also approved the budgets of the 26 special political missions presented in table 1 of the report of the Secretary-General (A/64/349) and a charge totalling $569,526,500 against the mentioned provision. The remaining balance in the provision for special political missions for the biennium 2010–2011 therefore amounts to $430,473,500.

3. The Secretary-General proposed additional requirements for the period from 1 January to 31 December 2010 in the amount of $1,045,100 gross ($1,044,000 net) for the three missions indicated in paragraph 1 above (see A/64/349/Add.6). The amount is proposed to be charged against the balance in the provision for special political missions under section 3 (Political affairs), of the programme budget for the biennium 2010–2011. The Advisory Committee notes that the mandates of these three special political missions were either expanded or extended after submission of the reports of the Secretary-General containing the resources for the period from 1 January to 31 December 2010 (A/64/349/Add.1–5).

4. **The comments and recommendations of the Advisory Committee on the requirements for the three special political missions presented in the report of the Secretary-General (A/64/349/Add.6) are contained in sections II to V below.**

II. United Nations Representative on the International Advisory and Monitoring Board

5. The Advisory Committee recalls that the overall resources proposed for special political missions in the report of the Secretary-General for 2010 reflected the anticipated completion of the mandate of the International Advisory and Monitoring Board by 31 December 2009 (A/64/349, table 1). No provision was therefore included in the resources proposed by the Secretary-General. However, the Security Council, in its resolution 1905 (2009) of 21 December 2009, decided to extend the mandate of the Board to 31 December 2010. The Committee notes that the Council

also requested the Secretary-General to report on progress made and options to implement successor arrangements for the Development Fund for Iraq; called upon the Government of Iraq to put in place a necessary action plan and timeline to ensure the timely and effective transition to a post-Development Fund mechanism by 31 December 2010; and requested it, inter alia, to submit reports providing an assessment of progress against the action plan and oversight improvements (see Council resolution 1905 (2009), paras. 3–5).

6. The resource requirements proposed for the United Nations Representative on the International Advisory and Monitoring Board for the period from 1 January to 31 December 2010 are estimated at $82,200. These resources would provide for the official travel of the Representative and his or her alternates/advisers to the meetings of the Board ($60,300) and the resources for the hosting of one meeting in New York ($21,900) (A/64/349/Add.6, para. 6). The Board is expected to hold five meetings in 2010 (Amman, Washington, D.C., Kuwait City, Paris and New York), compared to four in 2009.

7. The Advisory Committee notes that the increase in the requirements, as compared with the resources appropriated for 2009 of $36,700, is attributable to more meetings being held away from New York and the hosting of a two-day meeting in New York. **The Advisory Committee recommends approval of the resources proposed for the United Nations Representative on the International Advisory and Monitoring Board for the period from 1 January to 31 December 2010.**

III. Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Al-Qaida and the Taliban and associated individuals and entities

8. The Advisory Committee recalls that the Analytical Support and Sanctions Monitoring Team was established by the Security Council in its resolution 1526 (2004) of 30 January 2004. The Council, in paragraph 20 of its resolution 1904 (2009) of 17 December 2009, decided, inter alia, that the Al-Qaida and Taliban Sanctions Committee should be assisted by an Office of the Ombudsman, to be established for an initial period of 18 months from the date of adoption of that resolution. Information on the background, mandate and objective of this special political mission was provided in document A/64/349/Add.2, paragraphs 82 to 86, and updated in document A/64/349/Add.6, paragraphs 7 to 9.

9. Upon enquiry, the Advisory Committee was informed that the Ombudsman function was essentially an expansion and empowering of the focal point process set out in the annex to Security Council resolution 1730 (2006) of 19 December 2006, which was established to receive de-listing requests from petitioners designated on any Security Council sanctions list. It would be logical to assume, therefore, that the Ombudsman eventually could be given the responsibility by the Council for receiving and processing requests from petitioners designated on any sanctions list. The mandate, functions and tasks of the Ombudsman are contained in annex II to Council resolution 1904 (2009). The Committee notes that, in accordance with paragraph 21 of Council resolution 1904 (2009), after the appointment of the Ombudsman, the focal point mechanism (P-4) established in resolution 1730 (2006) shall no longer receive requests from individuals or entities seeking to be removed from the Consolidated List, but shall continue to receive requests from individuals and entities seeking to be removed from other sanctions lists. Consequently, and as indicated in the report of the Secretary-General (A/64/349/Add.6, para. 11), part of the focal point's time will be freed to provide support to the Ombudsman at an adequate level while providing the institutional memory related to de-listing, access to files and the normal range of office logistics.

10. The Advisory Committee recalls that the General Assembly, in its resolution 64/245, approved an amount of $3,970,900 for the Analytical Support and Sanctions Monitoring Team for 2010. As indicated in the report of the Secretary-General, the estimated additional requirements for 2010 resulting from the decision contained in Security Council resolution 1904 (2009) would

amount to $192,800 (A/64/349/Add.6). The requirements include the fees of the Ombudsman, which are estimated at $187,700 (on the basis of a monthly rate of $12,880 plus cost-of-living allowance of $5,700, as well as provision for possible claims under appendix D to the Staff Rules), communication charges ($1,200), information technology equipment and maintenance ($3,500) and other supplies ($400). The Committee was informed that the costs were calculated on the basis of a 10-month requirement with the exception of non-recurrent requirements of $2,400 for the acquisition of a computer and printer included in the provision for information technology, based on the expectation that the Ombudsman would begin fulfilling his or her duties at the end of March 2010.

11. Upon enquiry, given the difference in the rates used to calculate the fees of the Ombudsman and those of the three additional experts proposed for the Monitoring Group on Somalia (see para. 16 below), the Advisory Committee was informed that the current highest rate was used for calculating the fees of the Ombudsman, owing to the high qualifications and experience the Ombudsman should possess, in accordance with paragraph 20 of Security Council resolution 1904 (2009). The Committee was further informed that the Council had decided that the position should not be held by a Secretariat staff member, but by an independent and highly qualified expert appointed by the Secretary-General through a letter addressed to the Security Council, given the need for independence and impartiality. In this connection, the Committee recalls that a letter from the Secretary-General announcing the appointment of the Ombudsman will be issued as a document of the Council, as is current practice with experts appointed to serve on other monitoring groups and expert panels.

12. **The Advisory Committee recommends acceptance of the additional resources proposed by the Secretary-General for the Analytical Support and Sanctions Monitoring Team for 2010.**

IV. Monitoring Group on Somalia

13. The Security Council, in its resolution 1519 (2003) of 16 December 2003, established the Monitoring Group on Somalia as a successor arrangement to the Panel of Experts on Somalia. While the mandate has been extended several times, the Council, in its resolution 1907 (2009) of 23 December 2009, expanded the mandate of the Monitoring Group to encompass new measures against Eritrea. The additional tasks the Monitoring Group is expected to perform are contained in paragraph 19 of Council resolution 1907 (2009) (see also A/64/349/Add.6, para. 15). The Advisory Committee notes that it is anticipated that the mandate of the Monitoring Group will be extended beyond March 2010, after submission and consideration by the Security Council of the final report of the Group (ibid., para. 13).

14. The Advisory Committee notes that in line with the request in paragraph 19 of Security Council resolution 1907 (2009) for appropriate arrangements for additional resources and personnel so that the expanded Monitoring Group may continue to carry out its mandate, the Secretary-General is proposing that the Group comprise two distinct teams, one for Somalia, which currently includes five experts, and one for Eritrea, comprising three additional experts having particular expertise in the areas of arms embargoes, transportation and finance. The Committee also notes that the expanded Monitoring Group will be based in Entebbe, Uganda for security reasons, taking advantage of the presence of the United Nations Organization Mission in the Democratic Republic of the Congo and the proximity of Entebbe to Somalia and surrounding countries.

15. The Advisory Committee recalls that the General Assembly, in its resolution 64/245, appropriated an amount of $1,555,200 for 2010 for the Monitoring Group on Somalia on the basis of proposals made by the Secretary-General (see A/64/349/Add.2). As indicated by the Secretary-General, the estimated additional requirements for 2010, following the adoption of Security Council resolution 1907 (2009), would amount to $769,000 (see A/64/349/Add.6). These include civilian personnel costs of $7,500, related to one additional position proposed for an

administrative assistant (Local level) to address the increase in the workload in terms of research and administrative support; an additional provision of $715,900 to cover the fees of the three additional experts proposed for nine months ($422,700) and their travel ($293,200), as well as other operational costs, including travel costs of United Nations staff to set up the office in Entebbe ($23,200), rental of vehicles for 20 monitoring missions ($3,000), communications charges and telecommunications equipment ($7,900), information technology equipment and maintenance ($9,000) and other supplies ($2,500).

16. The Advisory Committee was informed that the fees of the three additional experts were calculated on the basis of nine months at a monthly rate of $11,600, plus a cost-of-living allowance of $3,900 and provisions for possible claims under appendix D to the Staff Rules. The rates constitute an average of all current fees used and a budgetary estimate. The exact level of remuneration is determined in consultation with the Office of Human Resources Management in accordance with established procedures (see also para. 11 above).

17. **The Advisory Committee recommends acceptance of the additional resources proposed by the Secretary-General for the Monitoring Group on Somalia for 2010.**

V. Recommendation

18. **With regard to the proposal made by the Secretary-General for action to be taken by the General Assembly, as set out in paragraph 21 of his report (ibid.), the Advisory Committee recommends that the Assembly approve the additional requirements for 2010 of $1,045,100 gross ($1,044,000 net) for the United Nations Representative on the International Advisory and Monitoring Board of the Development Fund for Iraq, the Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) and the Monitoring Group on Somalia. The Advisory Committee recommends that the additional requirements be accommodated from the provision of $569,526,500 approved by the General Assembly in its resolution 64/245 for the biennium 2010–2011.**

Document A/64/7/Add.22

Twenty-third report

Revised estimates under sections 28C, 28D and 36 relating to the Emergency Preparedness and Support Unit

[Original: English]
[3 March 2010]

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on revised estimates under sections 28C (Office of Human Resources Management), 28D (Office of Central Support Services) and 36 (Staff assessment) of the programme budget for the biennium 2010–2011 relating to the Emergency Preparedness and Support Unit" (A/64/662). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. In his report, the Secretary-General states that "it is imperative for the Organization to put in place a proactive, comprehensive and coordinated system with central capacity to assist the United Nations duty stations, country offices and security management teams in enhancing preparedness for mass casualty events" (ibid., para. 1). To that end, he proposes the establishment of an Emergency Preparedness and Support Unit in the Office of Human Resources Management of the United Nations Secretariat to provide a dedicated capacity for support to survivors and the families of those who perish or are injured as the result of a malicious act, natural disaster or other emergency. As indicated in paragraph 7 of the report, the Unit would develop, implement, coordinate and facilitate a support programme consisting of risk-based preparedness, emergency response and post-emergency response. The Unit would, inter alia:

- Provide assistance to United Nations duty stations, country offices and security management teams in developing, implementing, maintaining and testing emergency medical and mass casualty management plans
- Support the deployment of United Nations medical emergency response teams and rapid-response administrative personnel teams in response to an incident
- Serve as an initial point of contact for incident victims and their families through the establishment of a round-the-clock call centre and a dedicated hotline
- Work with United Nations agencies, funds and programmes to develop a policy framework in respect of support for victims through the Human Resources Network of the United Nations System Chief Executives Board for Coordination
- In the post-emergency response phase, coordinate long-term continuing support to survivors and affected families

The proposed outputs of the Unit are set out in paragraph 8 of the report.

3. The Secretary-General describes his proposal as "an initial step" (ibid., para. 1). He states in paragraph 9 of the report that:

> In order for the United Nations to respond in a compassionate and meaningful way to the needs of survivors and families of staff who have died as a result of natural disasters, malicious attacks directed at the United Nations or other emergencies, other requirements associated with the provision of assistance and support must be considered. These include assistance related to education for dependent children and travel for families of the deceased and survivors to memorial ceremonies and funerals and to places of evacuation.

As indicated in the same paragraph, these requirements would be the subject of a separate report following further evaluation. Upon enquiry, the Advisory Committee was informed that the fully elaborated report, which would include proposals concerning longer-term support for victims and their families, would likely be submitted in the first half of 2011. The Committee points out that the scope of the needs and the full financial implications are therefore not known at this time.

4. The resource requirements for the biennium 2010–2011 amount to US$3,145,100 gross ($2,941,300 net). A total of eight new posts are requested (1 D-1 Chief of Unit, 1 P-5 Senior Medical Officer, 1 P-4 Medical Officer, 1 P-4 Policy Officer, 1 P-3 Administrative Officer, 1 P-2 Associate Administrative Officer, 1 P-2 Associate Information Technology Officer, and 1 General Service (Other level) Survivor and Family Support Assistant). As indicated in paragraph 10 of the report, the two Medical Officer posts would be located in the Medical Services Division but would form part of the Emergency Preparedness and Support Unit and those holding the posts would therefore report to the Medical Director as well as the Chief of the Emergency Preparedness and Support Unit. Non-post requirements amounting to $1,775,600 can be derived from the figures shown in table 2 of the report.

II. General observations and recommendations

5. The Advisory Committee received the following clarification: in spite of the timing of its presentation, the proposal of the Secretary-General to establish an Emergency Preparedness and Support Unit was intended not to respond specifically to requirements related to the recent natural disaster in Haiti, but rather to put in place arrangements to deal with any crisis that has occurred or that may occur as the result of natural disasters, malicious acts directed at the United Nations or other emergencies.

6. Upon enquiry, the Advisory Committee was informed that the Secretariat had, in fact, been working on the proposal for about 18 months. The Committee notes that, as can be seen from table 1 of the report, the Organization has been dealing with issues relating to victims of malicious acts and natural disasters since at least 2003. No indication is given as to why resource requirements were not included in the proposed programme budget for the biennium 2010–2011. **In this connection, the Advisory Committee draws attention to the provisions of General Assembly resolutions 41/213 of 19 December 1986 and 42/211 of 21 December 1987 governing the use and operation of the contingency fund and recalls Assembly resolutions 62/236 of 22 December 2007 and 64/243 of 24 December 2009, in which the Assembly, inter alia, requested the Secretary-General to take the steps necessary to avoid a piecemeal approach to the budget process and to ensure the fullest possible picture of the Organization's requirements for future bienniums. In the view of the Advisory Committee, the proposal elaborated for handling the needs described in the Secretary-General's report (see para. 3 above) should be submitted as part of the proposed programme budget for the biennium 2012–2013.**

7. The Advisory Committee notes that the Secretary-General's proposal attempts to address three distinct aspects of emergency preparedness, namely: the development of a policy framework to be worked out in consultation with United Nations agencies, funds and programmes, emergency preparedness in the medical sphere, including development and implementation of risk-based emergency medical and mass casualty management plans; and direct medical and administrative support to families and victims.

8. The Secretary-General asserts that currently no capacity or resources exist in the Secretariat to consistently address the spectrum of needs, including risk-based emergency preparedness, immediate response in the event of an incident and the provision of comprehensive and caring support to survivors and families affected by the death or injury of a loved one (ibid., para. 2). While the Advisory Committee understands that there may be a lack of policy and coordination and that the Organization has clearly had to rely on volunteers to a significant degree, as

demonstrated by the handling of the recent crisis in Haiti, there is still some capacity to deal with these matters within the Organization.

9. **The Advisory Committee points out that, when it comes to unpredictable events, planning and policy development, while necessary, cannot be a substitute for judgement and prioritization. Therefore, any development of policy guidance should take into account the necessity for retaining an element of flexibility in decision-making.**

10. **It is the view of the Advisory Committee that communication and coordination on this issue, both within the Office of Human Resources Management and between that Office and other Secretariat entities, are of fundamental importance. The Advisory Committee is therefore concerned that the establishment of a separate structure would add another layer of bureaucracy. Consequently, the Advisory Committee recommends against the establishment of a new Unit. Nevertheless, based on the explanations provided, the Committee can support a limited strengthening of certain functions within the existing structure of the Office of Human Resources Management.**

11. **The Advisory Committee recognizes the need for strengthening the Organization's response to the needs of victims and survivors; however, this should be based on a more systematic analysis of the existing capacities of the Secretariat that are engaged in related activities, such as disaster recovery, business continuity and critical incident stress management, and should include exploring and building on complementarities. In the light of that analysis, a careful assessment of the scope of activities should be undertaken. Furthermore, in the view of the Advisory Committee, greater attention should be given to cooperation and collaboration with United Nations agencies, funds and programmes, including the possibility of cost-sharing arrangements, as well as to the utilization of the voluntary support provided by Member States.**

12. **The Advisory Committee is of the view that, although "ad hoc" in nature, the volunteering on the part of United Nations staff has been an important element of the emergency support provided in the past. The Committee therefore recommends that training in emergency preparedness be incorporated into existing staff training programmes.**

III. Resource requirements

13. One D-1 post is proposed for the Chief of the Emergency Preparedness and Support Unit. **In view of its recommendation made in paragraph 10 above, the Advisory Committee recommends against the establishment of the D-1 post.**

14. With respect to preparedness in the medical sphere, the Advisory Committee was informed, upon enquiry, that the intention with respect to the current proposal was to focus on the need for trained and capable surge capacity for mass casualty incidents so as to ensure medical care for those individuals who were critically injured in an attack or disaster. Furthermore, the Committee was informed that there was a gap in the capacity of the United Nations to deliver medical support, particularly after mass casualty events, and that the medical skill set required was in the area of emergency medicine, trauma management and disaster management. It was expected that the Medical Services Division would assist United Nations medical facilities in preparing for such incidents and that it should be ready to supplement and support overwhelmed or disrupted capabilities in the context of mass casualties. The deployment of United Nations medical response teams, which is an element of the proposed support programme, would allow an assessment of the situation in the area and a review of capabilities and the suitability of local services, and would enable coordination and monitoring of medical evacuation to higher levels of care. The Committee was also informed that, while all duty stations should have emergency plans in place, these should be monitored by United Nations Headquarters to ensure that they are adequate and effective. In addition, the Committee was informed that present capacity in the Medical Services

Division was insufficient to handle this task in the 70 or so field duty stations where field medical facilities are located.

15. **The Advisory Committee recognizes the need to strengthen the Medical Services Division in order to fill the above-mentioned capacity gaps. The Committee therefore recommends approval of one temporary post for 1 P-4 Medical Officer who would coordinate the medical support aspects of emergency preparedness. Given the current staffing of the Medical Services Division (41 positions), the Committee believes that any further requirements could be met from within existing capacity until such time as a more elaborated proposal is submitted, including a policy framework for emergency and post-emergency response. The Committee therefore recommends against approval of the P-5 post proposed for a Senior Medical Officer.**

16. The establishment of a P-4 post is proposed for a Policy Officer. The Advisory Committee was informed that the Policy Officer would, inter alia, coordinate efforts of the United Nations Secretariat and inter-agency groups tasked with examining and developing policies that impact on survivors and family members and would be responsible for facilitating the availability of support and guidance for survivors and family members. He or she would also assist in coordinating the work of the rapid-response emergency administrative personnel and in providing training for staff at Headquarters and in the field in emergency preparedness. **While the Advisory Committee considers these functions to be important, it notes that the Office of Human Resources Management has a Human Resources Policy Service in which there are currently 40 positions. Under the circumstances and bearing in mind its recommendation in paragraph 10 above, the Committee believes that the requirement for these functions could be met from within existing capacity. Accordingly, the Advisory Committee recommends against the establishment of the requested P-4 post for a Policy Officer.**

17. The Secretary-General requests the establishment of a P-3 Administrative Officer and a P-2 Associate Administrative Officer. The Advisory Committee was informed that these officers would be involved, in particular, in staff welfare and administrative work through, inter alia, maintaining and updating survivor and family lists in coordination with the agencies, funds and programmes; ensuring the availability of advice and guidance for survivors and family members; and providing assistance to post-incident focal points for families and survivors. **The Advisory Committee recommends approval of the establishment of a temporary P-2 post for an Associate Administrative Officer. Any additional requirement for administrative support should be met from within existing capacity.**

18. The establishment of a P-2 post is requested for an Associate Information Technology Officer. The Advisory Committee was informed that the Officer would serve as website manager and information technology focal point. In addition, an amount of $50,000 is requested for a consultant who would set up a website with discussion group and web-room functionality so as to allow communication between support groups and survivors and families, and to allow the Secretariat to provide information to them. **The Advisory Committee recommends approval of the $50,000 requested for website development; however, given the current staffing of the Human Resources Information Systems Section (18 posts), it is of the view that ongoing requirements for website management could be carried out within existing capacity. It therefore recommends against the establishment of the requested P-2 post.**

19. **The Advisory Committee recommends approval of the establishment of a temporary General Service (Other level) post in order to provide administrative support relating to the welfare of victims and survivors.**

20. An amount of $281,400 is requested for travel of staff. The Advisory Committee was informed that the requirement was for the travel of two members of the United Nations emergency response medical team to three duty stations annually to conduct testing and simulation of the mass casualty preparedness plan ($68,400); travel to Baghdad and Algiers to meet and follow up with the survivors of the bombings on the United Nations compounds ($45,800); travel of two Medical Officers to the incident sites ($127,200) to assess the way in

which local emergency medical services deal with casualties, to assess the need for medical evacuation, to coordinate evacuations, to establish initial lists of victims and casualties for subsequent follow-up, and to act as an on-site medical incident coordinator for Headquarters; and travel for deployment of rapid-response teams to the site of emergency incidents ($40,000). **In view of its recommendations in the paragraphs above, the Committee recommends that the requirement for travel be reduced by 50 per cent, to $140,700. Any additional resource requirements should be met from within existing travel resources of the Office of Human Resources Management.**

IV. Conclusion

21. The actions to be taken by the General Assembly are set out in paragraph 15 of the report of the Secretary-General. **As indicated in paragraph 10 above, the Advisory Committee recommends against the establishment of the Emergency Preparedness and Support Unit at this time. Taking into account its recommendations in the paragraphs above, the Advisory Committee recommends the appropriation of an additional amount of $1,571,800 comprising $1,358,700 under section 28C (Office of Human Resources Management), $147,300 under section 28D (Office of Central Support Services), and $65,800 under section 36 (Staff assessment) to be offset by a corresponding amount under income section 1 (Income from staff assessment) of the programme budget for the 2010–2011. The amount of $1,571,800 would represent a charge against the contingency fund.**

Document A/64/7/Add.23

Twenty-fourth report

Revised estimates for the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

[Original: English]
[21 June 2010]

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on revised estimates under the programme budget for the biennium 2010–2011 for the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (A/64/763). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. In paragraph 2 of his report, the Secretary-General indicates that, in its resolution 1888 (2009) of 30 September 2009, the Security Council requested that he appoint a Special Representative to provide coherent and strategic leadership, to work effectively to strengthen existing United Nations coordination mechanisms and to engage in advocacy efforts, inter alia, with Governments, including military and judicial representatives, as well as with all parties to armed conflict and civil society, in order to address, at both Headquarters and the country level, sexual violence in armed conflict, while promoting cooperation and coordination of efforts among all relevant stakeholders, primarily through the inter-agency initiative "United Nations Action against Sexual Violence in Conflict" (hereinafter "United Nations Action").

3. Section III of the Secretary-General's report contains a description of the functions envisaged for the Office of the Special Representative, which include giving victims and affected communities a voice; mobilizing the international community, in particular to address the issue of impunity; fostering collaboration and partnerships, and broadening the circle of stakeholders on this issue; coordinating advocacy and programmatic responses, in particular within the United Nations system; ensuring more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and disseminating information/knowledge on approaches and best practices to address sexual violence in conflict. The Advisory Committee takes note of the information contained in section III of the report but considers it to be rather general in nature. **The Advisory Committee expects that the Special Representative will, at the earliest opportunity, develop a workplan for the biennium 2010–2011 for the implementation of her mandate, as set out in Security Council resolution 1888 (2009). At the time of the consideration by the General Assembly of the Secretary-General's proposals, the Special Representative should provide the Assembly with information about the activities she intends to undertake during the current biennium.**

4. Upon enquiry, the Advisory Committee was informed that United Nations Action had been created in 2006 in response to the calls to action emanating from the International Symposium on Sexual Violence in Conflict and Beyond. It had brought together 12 United Nations-system entities (namely, the Department of Political Affairs, the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights, the Joint United Nations Programme on HIV/AIDS, the United Nations Development Programme, the United Nations Population Fund, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United Nations Fund for Women, the World Food Programme and the World Health Organization) into a network designed to better coordinate, amplify and harmonize the work of the United Nations system in response to conflict-related sexual violence.

5. The Advisory Committee was also informed that in 2008 United Nations Action had created a multi-donor trust fund in order to pool resources for its joint work. As at May 2010, the balance

of the fund stood at just over US$.2 million. It was explained to the Committee that the Office of the Special Representative would be funded from the multi-donor trust fund until the end of July 2010 and that discussions were currently under way regarding possible interim funding arrangements in the event that the General Assembly was unable to consider the Secretary-General's proposals before the beginning of its sixty-fifth session.

6. In paragraph 14 of his report, the Secretary-General indicates that, based on the request contained in Security Council resolution 1888 (2009) and as a first step towards establishing the above-mentioned Office, on 2 February 2010 he appointed Ms. Margot Wallström as his Special Representative on Sexual Violence in Conflict. The Advisory Committee notes that the appointment was made at the Under-Secretary-General level. The Secretary-General also indicates in his report that the initial funding for the Office is to be provided by the United Nations Action multi-donor trust fund, which would bridge the gap between consideration of the report and any decision by Member States on further arrangements.

7. **The Advisory Committee wishes to express its concern about the procedure followed by the Secretary-General in establishing a post at the Under-Secretary-General level for his Special Representative on Sexual Violence in Conflict. The Advisory Committee recalls the provisions of General Assembly resolution 35/217 of 17 December 1980, pursuant to which the establishment of all extrabudgetary posts at the D-1 level and above is to be subject to the concurrence of the Advisory Committee. The Advisory Committee is disappointed by the Secretary-General's apparent failure to respect established procedure in this case and trusts that, in future, such situations will be avoided.**

8. The Secretary-General is of the view that in order for the Office of the Special Representative to function effectively, the following nine posts would need to be established, with effect from 1 July 2010:

- One post at the Under-Secretary-General level for a Special Representative of the Secretary-General
- One post at the D-1 level for a Chief of Staff/Senior Policy Adviser
- One post at the P-5 level for a Senior Programme Officer
- One post at the P-4 level for a Programme Officer
- Two posts at the P-3 level for a Programme Officer and a Communications/Outreach Officer
- Three posts at the General Service (Other level) level for a Personal Assistant to the Special Representative, a Team Assistant and an Administrative Assistant.

The Secretary-General indicates that additional resources in the amount of $1,232,800 would be required to fund those posts for the remainder of the current biennium. The Advisory Committee notes, in this connection, that the full cost of the proposed posts for the biennium 2012–2013 is currently estimated at $3,326,200 (ibid., para. 18).

9. **The Advisory Committee recommends approval of the establishment of the above-mentioned posts, with the exception of the post at the P-3 level for a Programme Officer and one post at the General Service (Other level) level.** With respect to the former, the Committee takes the view that the functions envisaged for the post could be merged with those envisaged for the Communications/Outreach Officer (P-3). As for the latter, the Committee is of the opinion that the functions envisaged for the post could be performed by the incumbents of the remaining two General Service posts.

10. On a related matter, the Advisory Committee notes that the title of the proposed post at the D-1 level is "Chief of Staff/Senior Policy Adviser". While, as indicated in the preceding paragraph, the Committee has no objection to the establishment of the post itself, it recalls its previous concern about the use of the term "Chief of Staff" in small offices (see A/64/792, para. 26). **Accordingly, and in order to ensure that sufficient emphasis is placed on the substantive**

aspects of the post, the Advisory Committee recommends that the post at the D-1 level be designated simply as "Senior Policy Adviser".

11. According to the Secretary-General, the Office of the Special Representative would require the following non-post resources for the biennium 2010–2011:

- $74,000 for consultants, of which $24,000 would be used to engage two consultants to prepare policy papers and undertake research on strategies for improving data and analysis on sexual violence trends, and $50,000 would be used for a consultant to design and establish a website for the Office
- $250,000 for travel of staff, which would provide, inter alia, for the Special Representative and her immediate staff to undertake four week-long visits to conflict situations, as well as two visits to consult with regional partners in Europe, one visit to address regional partners in Africa/Asia and two trips to address key conferences or meetings
- $723,800 for operational expenses, comprising $44,400 for contractual services, $552,900 for general operating expenses, $4,000 for hospitality, $9,000 for supplies and materials and $113,500 for furniture and equipment. The Advisory Committee notes that, of the total amount budgeted for operational expenses, $235,700 would represent a one-time provision for the alteration of office space, $98,500 would represent a one-time provision for office furniture and $15,000 would represent a one-time provision for the acquisition of office automation equipment.

12. Upon enquiry, the Advisory Committee was informed that the full cost of the non-post resources for the biennium 2012–2013 was estimated at $700,000. That estimate was based on the assumption that the activity level of the Office in 2012–2013 would not increase significantly in comparison to 2010–2011.

13. With specific reference to the estimated requirements of $50,000 for the design and establishment of a website for the Office, the Advisory Committee was informed, upon enquiry, that the Secretary-General considered that it might be more cost-effective to employ consultants for that task than to rely on in-house resources. **The Advisory Committee encourages the Secretary-General to make every effort to limit consultancy costs through the judicious use of appropriate in-house resources, namely the Office of Information and Communications Technology and the Department of Public Information.**

14. **The Advisory Committee recommends approval of the non-post resources requested by the Secretary-General.**

15. In paragraph 12 of his report, the Secretary-General indicates that in its resolution 1888 (2009), the Security Council also requests the constitution of a team of legal experts on sexual violence in conflict that can be deployed rapidly to situations of particular concern to assist national authorities in strengthening the rule of law and addressing impunity for conflict-related sexual violence. The Secretary-General also indicates in the same paragraph that the leader of the team of experts will be co-located in the Office of the Special Representative, who will supervise the work of the expert group.

16. Upon enquiry, the Advisory Committee was informed that the team of experts, which was expected to begin its work in September 2010, would be composed of two to seven staff members from the Department of Peacekeeping Operations, the Office of the United Nations High Commissioner for Human Rights, the United Nations Development Programme and other United Nations entities with rule of law expertise. The leader of the team, who, as indicated above, would be co-located in the Office of the Special Representative and would report directly to him or her, would be specifically recruited for the post and would not be affiliated with any particular department or entity. The members of the team would be dedicated full time to the work of the team but would be located in their parent department/entity when not deployed to situations of particular concern. They would have dual reporting lines to their parent department/entity and the team leader. In addition, a roster of technical specialists with specific expertise and skills, from

both inside and outside the United Nations, would be developed to supplement and complement the team, as required, for periods of limited duration. Funding in the amount of $1 million, to cover the salaries and travel of the team leader, three experts and one rostered specialist for an initial period of six months, had been requested from the United Nations Action multi-donor trust fund.

17. The Advisory Committee notes from paragraph 8 of Security Council resolution 1888 (2009) that the Council recommends making use of existing human resources within the United Nations system, as well as voluntary contributions, for the team of experts. **It is the understanding of the Advisory Committee, therefore, that any staff costs relating to the team of experts will not be charged to the budget of the Office of Special Representative.**

18. In paragraph 8 of his report, the Secretary-General points out that owing to the nature, scope and gravity of the problem of conflict-related sexual violence, many organizations of the United Nations system and beyond consider this issue a critical aspect of their advocacy and programmatic mandates. He further states, however, that it is widely recognized that the overall response often lacks central strategic purpose and cohesion, that actions are often fragmented and duplicative and that accountability is needed to ensure information-sharing and to plug gaps. According to the Secretary-General, the establishment of the Office of the Special Representative fills the critical gap that has existed in terms of ensuring concerted and effective coordinated engagements on this issue with Member States, the Security Council, the General Assembly, United Nations actors, non-governmental organizations, civil society and a diverse cross-section of high-level interlocutors.

19. During its consideration of the Secretary-General's report, bearing in mind his own assertion that actions designed to address the problem of sexual violence in conflict are often duplicative (see para. 18 above), the Advisory Committee expressed concern that the Office of the Special Representative itself might potentially duplicate work already under way on that issue within the United Nations system. In response, the Committee was informed that, while the member entities of the United Nations Action network were all working on some aspect of sexual violence in conflict, there was currently no lead United Nations entity focusing specifically on the protection of civilians or on the coordination of the work of peace and security actors (the Department of Political Affairs and the Department of Peacekeeping Operations) that were more directly engaged in preventing sexual violence as a tactic of war.

20. With specific reference to any possible overlap between the mandates of the Special Representative on Sexual Violence in Conflict and the Special Representative for Children and Armed Conflict, the Advisory Committee was informed that, while there were similarities in the Security Council's approach to the two mandates in terms, inter alia, of monitoring and reporting requirements, the focus on preventive diplomacy and the linkages between the mandates and the sanctions work undertaken by the Security Council, the substantive focus of the mandates differed significantly. The mandate of the Special Representative for Children and Armed Conflict encompassed a broad range of violations but focused exclusively on children, whereas the mandate of the Special Representative on Sexual Violence in Conflict had a far narrower focus but dealt with a broader population group.

21. With regard to the gender aspects of the Special Representative's mandate and the potential for overlap with ongoing activities relating to the prevention of gender-based violence, the Advisory Committee notes from paragraph 28 of Security Council resolution 1888 (2009) that the Council will review the mandates of the Special Representative and the team of experts within two years, taking into account the process established by the General Assembly in its resolution 63/311 of 14 September 2009 regarding a United Nations composite gender entity. The Committee was informed, upon enquiry, that the Security Council's intention was to defer the establishment of a relationship between the Office of the Special Representative and the gender entity until the review, at which time any overlap between the activities of the two structures would be assessed. The Committee was further informed that the primary focus of the composite gender entity, which was still under development, was expected to be gender equality and

women's empowerment, whereas the Office of the Special Representative would focus on sexual violence as a tactic of war, a threat to security and an impediment to peacebuilding.

22. The Advisory Committee notes the efforts undertaken by the Secretary-General to ensure that the activities of the Office of the Special Representative will not duplicate the work already being done in the field of conflict-related sexual violence by other United Nations system entities. **The Advisory Committee encourages the Secretary-General to take all steps necessary to ensure maximum levels of cooperation and coordination between relevant bodies.**

23. The action required of the General Assembly is set out in paragraph 19 of the Secretary-General's report. **Bearing in mind the observations and recommendations contained in the preceding paragraphs, the Advisory Committee recommends that the Assembly:**

(*a*) **Approve the establishment of seven new posts (1 Under-Secretary-General, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 General Service (Other level)) for the Office, with effect from 1 July 2010, under the programme budget for the biennium 2010–2011;**

(*b*) **Appropriate a total amount of $1,960,100 under the programme budget for the biennium 2010–2011, comprising increases of $1,473,600 under section 1 (Overall policymaking, direction and coordination), $486,500 under section 28D (Office of Central Support Services), and $169,000 under section 36 (Staff assessment), offset by a corresponding amount under income section 1 (Income from staff assessment).** The Committee notes that, according to the Secretary-General, this provision would represent a charge against the contingency fund.

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